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World Business Newspaper http://www.FT.com

Art of the memo

"Ace" Greenberg's humble oeuvre

Lucy Kellaway, Page 12



Direct injection New MMC engine in quantum leap

Today's survey

International **Telecommunications**

Survey, Separate section

EU may risk breach of beef

export rules

The European Union risks breaching internationally agreed beef export limits because of falling European demand sparked six months ago by fears over mad cow disease. It could bring increased pressure for radical reform of the Common Agricultural Policy aimed at curbing beef production. The warning is spelt out by the Irish presidency in a paper prepared for EU farm ministers who are to meet early next week at Killarney, Ireland.

Fears over insider trading: The US Securities and Exchange Commission fears that power to enforce rules governing insider trading could be affected because of a ruling which may narrow the definition of insider trading in US courts. Page 5

US in talks with Kurd leader: Massoud Barzani, the Kurdish leader allied to Iraq, is in Turkey for talks with Robert Pelletreau, the US assistant secretary of state for near eastern affairs, and Turkish leaders. Page 8

VW in \$1bn Beetle plans: Volkswagen aims to invest \$1bn in a new factory at Puebla, near Mexico City, for the "New Beetle", a successor to the famous 1930s model. The car will be launched in 1997. Page 8

israel criticised over homes approval: Israeli defence minister Yitzhak Mordechai was criticised by Palestinians and peace activists for approving a plan to build nearly 2,000 homes in Matityahu, a Jewish settlement in the West

Laidlaw sale to raise \$1.7bn: Ontario-based waste and transport services group Laidlaw will get almost US\$1.7bn for its solid waste business from Allied Waste Industries of Arizona. Page 18

California acts over child molesters: California became the first US state to force serial child molesters to have their sex drive lowered with drugs. Offenders will be given injections after leaving prison on parole.

Manila warned over mining: Leading mining companies have warned the Philippine government that its commitment to develop the country's vast gold reserves - the seventh largest in the world - would be at risk if it bowed to pressure from domestic environmental groups. Page 14

Tax bill test for Meneus: Argentine president Carlos Menem's ability to rally his Peronist party was tested as senior politicisus tried to push through a tough austerity bill aimed at raising \$80n more in taxes each year.



Eleven North Korean infiltrators who were found dead had been shot, possibly by one of their number who then used the gun on himself South Korea's defence ministry said: A twelfth was captured alive and another eight or nine. were still at large. They are all thought to have been put ashore by a submarine (above). Page 4

Tambrands to close plants: US Tampex maker Tambrands revealed plans to close factories in Ireland and France but to expand its plant in England in a streamlining operation. The restructuring will bring pre-tax savings of \$20m a year from 1998. Page 18

Papon to stand trial: A French appeals court ordered former cabinet minister Maurice Papon, 86, to stand trial for crimes against humanity. He is accused of sending 1,690 Jews, including 223 children, from wartime France to their deaths in Nazi extermination camps.

Fund mamager ousted: Peter Young, the Morgan Grenfell fund manager suspended after being accused of "gross misconduct", has been dismissed, the company said.

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E STOCK MARKET RIDICES	■ GOLD
New York: kinchtime Dow Jones Ind Av5,873.29 (-15.54	New York: Cornex (Dec) _\$386.3 (386.1)
NASDAO Composite "1,204.42 (+1.11 Europe and Fer East CACAO 2.072.73 (-8.13	Loadett
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Strength.

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Technology, Page 21

THURSDAY SEPTEMBER 19 1996

Deficit increases by 43% as imports of cars, oil and electronics soar

US trade gap jumps to \$11.7bn

The US trade deficit in goods and services deteriorated markedly in July, resulting in the worst monthly showing since the government began issuing combined merchandise and services trade figures in

The poor results are one of the weaknesses in the glowing economic picture President Bill Clinton paints on the cam-paign trail for the November

The deficit soured by 43 per cent during the month to \$11.7bn as imports of cars, electronics and oll surged and . aircraft exports fell, the Commerce department said.

adviser to Senator Robert Dole, the Republican presiden-tial candidate, said the trade sector is "a glaring deficiency in Clinton's record that goes to the heart of middle-class anxiety in this country". Mr Mickey Kantor, Com-

merce secretary and a leading Chinton campaign adviser, put the best interpretation on the figures, hailing the "prospects for long-term improvement" as exports to Japan rise, the trade deficit with Mexico stabilises, and the rise in the deficit with

A sharp fall in aircraft exports, which are notoriously volatile, contributed significantly to the deterioration. Foreign sales fell by \$686m in

blamed "the underlying strength of the US economy", which spurs demand for con-sumer goods imports.

But many economists eay the overall trend is deteriorating, and will drag on the ecopomy in the third quarter. The figures also raise doubts about the effectiveness of the Clinton administration'e aggressive export strategy to restore lost manufacturing jobs.

The trade picture was disappointing in almost every market. Trade balances eroded with every country except Canada and Mexico. The balance with Western Europe widened to a record \$4.2bm from \$0.8bn in June. The deficit with Japan,

which has been falling, wid-ened by \$1.1hn to \$4.3hn. However, Japanese trade figures for August, also published yes-terday, showed the fall resum-

Imports from China hit a record \$4.8bn, a 17 per cent rise led by an increase of \$252m in toys and games. \$159m in clothing and \$106m in

Oil imports jumped 10 per cent to \$4.7bn, the highest monthly total since October

The goods deficit increased by \$2.9bn in June to \$17.5bn. while the services surplus decreased by \$0.6bm from June to \$4.8bn. However, the Coalition of Service Industries said

its record yearly level of \$68.3bp in 1995. Exports of travel and transportation fell, while exports of royalties and licencing fees

d "other private services" including financial services, education, telecommunications, professional services and insurance - rose. Mr Larry Chimerine, of the

Economic Strategy Institute, e Washington think tank, said the US deficit, particularly with Asia, is now structural and unaffected by exchange rates, mecroeconomic condi-tions or growth in other coun-

Japanese surplus falls, Page 4 Currencies, Page 23 World stocks, Page 34

SBC takes SFr3.3bn charge against loan losses

By William Hall in Zurich

Swiss Bank Corporation, Switzerland's third biggest bank, has taken a SFr3.3bn (\$2.7bn) charge and radically changed the way it provides against future loan losses

As a result, SBC, wblcb implemented a top management reshuffle both at group level and at its SBC Warburg investment banking subsidiary a year ago, will report a one-time "technical loss" of SFr1.9bn for 1996.

SBC bad expected to achieve a net income of SFr1.4bn this year. This will now be offset by a SFr2.4bn special reserve. which is being established as part of the new statistically based provisioning policy, and a SFr910m write-off of part of the bank's property portfolio.

SBC's action comes less than three months after CS Holding, the financial group built around Credit Suisse, said It would restructure its domestic

The group plans to close around a quarter of its domes tic outlets, cut 1,700 jobs from its 13.000-strong domestic workforce and force its highrisk corporate borrowers to pay higher interest rates. It believes that these measures will raise earnings by around SFr400m in the medium term and will enable the group to nearly double its return on equity to 15 per cent and free up between SFr800m to SFr1bu of equity capital.

SBC's shares rose by more than 2 per cent yesterday to close at SFr241.5, helped by the news that instead of prying a dividend of SFr8 for 1596 the directors would pro reducing sbare capital iny making a tax-free capital repayment of SFr10 a share. Mr Hans Kaufmann, head of

strategy at Bank Julius Baer, was surprised by the extent of the property provision. The Swiss economy has been

in recession for most of the past six years and the group says that there has been a

Continued on Page 14 SBC tackles problems, Page 16 WSM, Page 34

Ex-chairman of Olivetti regains control

By Andrew Hill in Milan and Paul Taylor and William Lewis.

Mr Carlo De Benedetti yesterday regained full control over the board of Olivetti after Mr Francesco Cato resigned as chief executive of the Italian information technology group.

The board voted unaniutive of Sogefi, the Italian automotive components com-Olivettl.

Olivetti's share price has group, following the resignation of the group, and a judicial investigation into the half-



year figures, still overshadowed Mr Calo'e attempt to open a new phase in the group's development.

Supporters of Mr De Benedetti said yesterday that Medinbanca, the powerful Milan merchant bank, which owns a stake in Olivetti, had backed Mr De Benedetti in his effort to resbuffle the managemously to nominate Mr ment - the third change in as Roberto Colantano, chief exec- many months.

But several of Olivetti's institutional ebareholders pany, in Mr Caio's place Cir. warned that they were likely Mr De Benedetti's quoted hold- to call for an extraordinary ing company, owns 57 per cent general meeting if any reshuf-of Sogefi and 15 per cent of the of the board failed to meet their expectations.

In particular, they said they fallen more than 30 per cent in were keen to ensure that Mr the two weeks since Mr Calo De Benedetti was not reaptook tighter control of the pointed as chairman and wanted the company immedition of Mr De Benedetti, the ately to sell or close down its group's largest shareholder, as personal computer subsidiary chairman. The shares recov- a source of persistent losses ered slightly yesterday, but and restructuring costs. Inves-doubts over the financial posi-tors holding approximately 25 per cent of Olivetti have formed a group which has met twice to discuss possible action.

Speaking ahead of last night'e board meeting Mr Talal Shakerchi, head of European equities at Old Mutual, which bolds about 2 per cent of Olivetti and is a member of the shareholder group, said that "if we are disappointed then there is a very high likelihood"

Continued on Page 14

Izetbegovic wins Bosnian election



Alija. lzetbegovic waves yesterday to supporters of the Moslem Party of Democratic Action after being elected Bosnia's head of state. Mr Izetbegovic, who has been president of Bosnia since the first free elections in 1990, narrowly won the race for the chairmanship of Bosnia's tripertite Lex, Page 14; Olivetti's presidency – one Moslem, one Serb and one Croat, Report, Page 14

France tailors budget to meet Maastricht targets

By David Buchan in Paris

The French government announced a draft 1997 budget yesterday which would cut the central state deficit by only FFr4bn (\$780m), because spending cuts will be almost totally absorbed by tax reduc-

But the government said deficit would be 3 per cent of monetary union.

The government is largely counting on a one-off payment of FF137.5bn from France Talecom, in return for the state assuming the utility's pension liabilities, to achieve the Maastricht deficit target of 3 per

Juppé, prime minister, sought also pledged to slice FFr25hn to placate his own centre-right off general income tax in 1997,

Auto Pacific News ..

tions. He also sought to reas-sure the financial markets and France's European Union part-premiums to poorer families ners that it would meet next year's qualifying test to join the currency union in 1999.

After the budget, the franc

fell back slightly, losing one centime to close in Paris at that next year's overall public FFr3.407 against the D-Mark national output, exactly the the deficit down from an estifigure needed for France to mated FFr288bn this year to gain its passport to European FFr288.7bn next year, or 3.45 per cant of gross domestic product. By pruning FFr60bn from this year's spending pro-

intends to hold the line on expenditure. Taking a predicted 1.5 per cent rate of inflation next year, this will entail a cut in real In the 1997 budget, Mr Alain terms. But the government has

CONTENTS

LORDON - LEENS - PARIS - FRANKFYRT - STOCKHOLM - MADRID - WEW YORK - LOS ARRELES - TOKTO - NORG KONS

'majority with tax cuts before as the start of a five year tax-the 1998 parliamentary elec-cutting programme, coupled outside the income tax net.
The government is confident

that the France Telecom payment, and certain other nonbudgetary funds, can be included in deficit calculations under the Maastricht defini-The new budget will bring . tion. It has gained preliminary approval from the European Commission, which is responsible for making final proposals on which countries qualify for Emu.

But the fact that the governjections, the government ment is resorting to such items to reach the 3 per cent target. 16 months before the end of the 1997 budget year, may leave it little in reserve.

> France held its breath, Page 3 Editorial Comment, Page 13 Lex. Page 14

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Menaged Funds __ 25-27 Int 1 Telecoms Sep. Section

Spanish premier sees freeze on pay

By David White in Madrid

Mr José Maria Aznar, Spanish prime minister, said yesterday a freeze on public sector wages next year was "indispensable" for meeting budget targets and confirmed plans for a levy on insurance policies to belp plug the government's reve-

nue gap. In an effort to prepare public opinion for a tough 1997 budget, Mr Aznar proposed an inter-party consensus on the future of the country's health system, similar to an outline pact reached early last year for reforming state

Health expenditure is at the centre of discrepancies between Mr Aznar's centreright Popular Party government and Catalan nationalists whose support is needed to carry the budget bill in parliament. Mr Aznar said bealth spending was set to increase 6 per cent next year but warned that the budget could not meet all demands. The government was in talks with the pharmaceuticel industry to try to bring

He said the budget, dne to be presented to parliament by the end of the month. would involve spending cuts of Pta800hn (\$6.3bn). The government is also counting on Pta400bn in additionel revenues to trim the overall public sector deficit to 3 per cent of gross domestic product, the level required to qualify for the European sin-

gle currency. Mr Aznar confidently reaffirmed his election pledge to be part of the first group of single-currency countries in

"Spain will be there," he said. But he promised that he would not increase income taxes, corporate taxes or value-edded tax rates to meet the target and tbet pensions would be maintained in line with

The plan for a levy of around 4 per cent on non-life insurance policies is the latest dn a series of schemes flohted in recent weeks as possible extra rsvsnue sources. The government has already discarded the ldea of charging motorists for using state-maintained trunk roads, as well as a pro-posed surcharge on weter Union's political leaders,

It has also decided to sxclude from the budget bill a controversial plan for a flat-rate prescription charge applied to pensioners who obtain free medicines, as well as other Spaniards, on top of the 40 per cent they contribute to the price of drugs under the state

Mr Aznar said he would do 'everything possible" to fulfil his promise to bring income tax down from the top rate of 56 per cent to 40 per cent in the next four years, but made clear this would not happen immedi-

To avoid higher taxes new ways would have to be found to finance infrastructure projects, he said. On Tuesday. the head of his budget office, Mr José Barea, said infrastructure spending would fall by Pta100bn-Pta150bn next year.

Mr Aznar's aplomb was somewhat unsettled when be was challenged about accepting the loan of an industrialist's bouse for his seaside holiday. He asked wbether he was expected "to put up a tent on the beach".

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Pasok is doing well, but victory is not assured, says Kerin Hope

Socialists switch to market economics for Greek poll win

niou, Greece's economy minister, tumbles out of his white BMW breathless and late for an election speech in Petralona, a staunchly left-wing district of Athens.

His message to the crowd outside Stavroula's, a whitewasbed taverna in traditional style, is that the Panbellenic Socialist Movement's tight fiscal policies have restored confidence in the economy and boosted growth through investment. But it is still not clear wbetber tbese will be enough to secure victory for Pasok in Sunday's general election.

"Greece ls a successful country," be declares, thumping a plastic tablecloth. "We have a strong economy, a stable currency Deutschmark, and for the first time in 22 years, singledigit inflation."

Socialist candidates are stuffing their speeches with economic statistics, following the example of Mr Costas Simitis, the prime minister. Instead of making comforting hut vague pledges of future prosperity, he emphasises Gresce's improving macroeconomic indicators in relentless detail both on tele vision and in speeches in provincial towns.

Mr Papantoniou, a Camhridge-educated economist e avowed ambition is to push Greece into joining the proposed single currency by the year 2001, has no qualms about launching into a discussion of interest rate policy with his audience. Residents of Petralona

small businessmen, public sector employees and pensigners, including returned 'guest-workers" from Ger-

By Nell Buckley

European

parliament

members yesterday deliv-

ered a sharp attack on what

they saw as lack of vision

amid a bleak assessment o

In parliament's second

annual debate on the state of

"disillusionment" in the Union Leaders of all main

parties accused the EU of

being out of touch with its

citizens, of losing credibility.

and of failing to address the

new millennium.

important questions of the

MEPs listed criticisms,

including lack of progress in

the six-month-old inter-gov-

ernmental conference on

reforming the EU, failure to

tackle unemployment and

crime, and damage to the Union's image from misban-

"The credibility of the

Union is crumbling away,"

said Mr Gijs de Vries, leader

of the parliament's liberel democratic group. "The Uoion is degenerating into

an organisation of goals

without means, of promises

witbout consequences, words without actions."

Ms Pauline Green, leader

of the domicant Socialist

hloc, talked of a "general

mood of disillusion and

depression. The Union is dis-

mally uninspiring. Indeed, to

the overwhelming number of

people it is completely irrele-

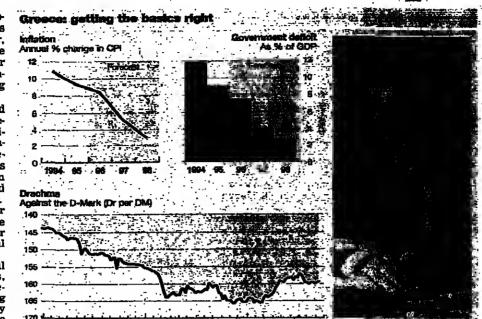
vant." Ms Cristiana Muscar-

dini, leader of non-aligned

dling of the beef crisis.

the EU, speakers warned of

the "state of the Union".



in borrowing and mortgage rates as well as the drachma's stability. Capital market liberalisation, launched in the early 1990s by a conservative government and encouraged by Pesok, has turned Athenians into discriminating consumers of financial products.

Mr Stathis Sidiropoulos, a furniture-maker, says he now finances his business in foreign currency "because interest rates are much lower and the drachma has appreciated quite a blt against the Ecu this year". Pasok's willingness to write marxism out of its charter, launch fiscal reforms and embrace privati-sation, albelt cautiously, has ettracted support from Greek businessmen for whom Mr Simitis appears to guarantee stability.

The businessmen's shift to

Euro MPs in attack

on lack of EU vision

Mr Theo Waigel, Germany's

finance minister, yesterday insisted there could be no

dilution of the criteria for

European economic and

Ell economic and finance

ministers are due to discuss

his idea of a stability tax at

an informal meeting in Dub-lin, Mr Waigel warned that

financial markets would

punish any attempt to sur-

uncertainty.

round the criteria with

he told the Ludwig Erhard

Foundation in Bonn. He rejected the suggestion that

Germany adjust its deficit to

take account of its large net

transfers to other EU states

Ell could be described as

MEPs regularly grumble about the slow progress of

EU initiatives and their own

lack of influence. Yet the

strength of language from all

sides appeared to surprise

Mr Jacques Santer, Euro-

pean Commission president.

and Mr John Bruton, prime

minister of Ireland, which

holds the rotating EU presi-

dency, who opened yester-

were the main object of par-

liament's reproaches. But

criticism was implied of Mr

Santer's failure to win EU

states' backing for projects

sucb as bis "confidence

pact" for employment, and

creation of trans-European

transport and communica-

Member states' ministers

day's debate.

We can accept no tricks,"

Peter Norman in Bonn.

monetary union, writes

Speaking two days before

the socialist camp also reflects mistrust of the conservative New Democracy (ND) party's economic poli-cies. Mr Militiades Evert, the ND leader, bas proposed measures that could derail the reform effort, including substantive tax breaks for farmers and the self-em-

Mr Papantoniou forecasts growth in Greecs's gross domestic product of 2.6 per cent this year, rising above 3 per cent next year. It is hased on a sharp rise in investment deriving from inflows from EU structural funds for modernising roads and airports and from Greek companies' amhitions to boost exports to eastern Europe and the former Soviet Union. But radical Socialists are

upset by what they see as

and so bring it below the

3.5-4 per cent of gross domestic product widely

expected for this year and closer to the 3 per cent

Maastricht limit. "Three per

per cent, 3.4 per cent, or 3.5

Mr Waigel said the stabil-

ity pact must incorporate a

system of economic survey-

ance which would act as an

early warning system and

trigger sanctions against

states with excessive deficits

take effect in less than a

year. Delinquent Emu states

would lodge interest-free

deposits with the EU which

could become fines if they

Mr Klaus Hänsch, parlia-

ment's president, chided EU states for falling to back

these projects with funding

and action. To withhold

Eculhn (\$1.27bn) financing

for trans-European nstworks

when the EU spent the same

amount amually subsidising

poverty not just of finances.

Mr Bruton and Mr Santer

sought after the debate to

highlight the European Union's achievements, argu-

ing its existence had pre-

vented war in western

Europe for 50 years. "The

Union will never achieve the

tained through war," Mr

the tobacco industry denoted

failed to reform.

but of spirit".

above the 3 per cent level.

under Mr Simitis into a probusiness party, speeded up founder, Mr Andreas Papandreou. Dissidants have flocksd to the Dsmocratic Renewal Movement, a splinter group founded by Mr Dimitris Tsovolas, a former Socialist finance minister. who says the state, which still accounts for about 45 per cent of Greece's GDP.

Mr Alecos Velentzas, an undecided Socialist, listened carefully as Mr Papantoniou outlined Pasok's jobs strategy, dismissing concern about the rising unemployment rate - now above 10 per cent of the workforce for the first time - on the grounds that EU-funded proiects would create large numbers of new jobs.

By Lionel Barber and

Caroline Southey in Brussels

cent is 3 per cent, not 3.2 of the European Commis member states are not pre-

symbolic centrepiece of his

around the multi-billion

trans-European transport

In a speech to the Euro-

pean parliament in Stras-

bourg yesterday, Mr Santer

made no reference to the

paign to raise extra funds

from memher states to

launch the projects. Earlier this year he had elevated the

networks into a top priority

for boosting competitiveness

and employment.
The TENS are hugely

high-speed train link between Erfurt and Nurem-

herg a road/rail tunnel

through the Brenner pass;

and a high-speed TGV east-

destined for Klev and

Mr Santer's imminent

retreat on TENS marks a

watering-down of his jobs

Initiative launched last

spring under the banner of a

Confidence Pact on Employ-

ment between employers.

trade unions and govern-

ments. Though there is no

question of abandoning the

networks thamselves, the

opposition from Britain, Ger-

parliament's criticism of which is slashing public, and promoting small husi-

spending in an effort to meet nesses.

xpensive projects such as a

networks.

This procedure should TENS networks or his cam-

should retain its grip on the

Pasok is preparing such detailed plans for unemployed people, offering them a choice of benefits, or training or subsidies for employers - as if there's going to be lots of jobs on the line."

The Socialists' worry is that dissidents could give the Democratic Renewal Movement as much as 5 per cent of the vote, which could be enough to unseat Mr Simitis and hand a marginal victory to the New Democracy

Mr Tsovolas reminds his supporters that Greece's economic recovery is fragile, requiring secrifices next year to bring inflation and government deficit within reach of the Maas-tricht targets for monetary

Bringing inflation down from 8.5 per cent last month to under 6 per cent next year. will be a struggle. Wages in the private sector are up by about 11 per cent this year, while public sector workers are benefiting from produc-tivity bonuses which ensure that wage rises this year will exceed inflation.

Another battle looms over reducing the deficit next year from 7.6 per cent to 4.2 per cent of GDP. While Mr Papantoniou stresses that no new taxes will be introduced and Mr Simitis sounds stern about reducing tax evasion, not much is said on the campaign trail ebout cutting expenditure.

The economy ministry's plans for trimming over Dr400bn (\$1.6bn) off government spending next year include a 12-month freeze on public sector hiring, budget caps on smaller public entities that escaped earlier ettempts to curb spending and closures of out-dated

the Maastricht targets for

Nobody says TENS are a bad

ministries do not want to

spend any more money," an EU official said.

First alluded to in the 1991

Maastricht treaty, the TENS

projects have been bogged

down in technical disnutes

snch as inter-operable sig-

nalling standards as well as

the issue of whether public

funds are needed to bridge a

Mr Santer's original pro-

posal was to shift Ecul.7bn

(\$2.15bn) of underspending from the EU farm budget to

TENS and EU research and

development - encouraged by the fact that EU leaders have

constantly pledged to back

ths networks hnt leter

allowed finance ministers to

winning support for reordering hudget priorities at last June's EU summit in Flor-

ence, but ultimately failed

because of Anglo-German

opposition and unexpected

cost of compensating beef

Mr Santer will continue to

fight for his original action plan on employment, which

pnts more emphasis on

improving the single market,

curbing state aid, and boost-

ing education and training,

Mr Santer came close to

financing gap. .

back away.

There is clearly no point

monetary union.

Santer ready to

Mr Jacques Santer, president in pursuing the issue if

sion, is about to abandon the pared to provide the money.

job-creating initiative built idea. But clearly finance

water down

jobs initiative

EUROPEAN NEWS DIGEST

Lukashenko 'tapped phones'

The chairman of the Belarusan constitutional court yesterday accused President Alexander Lukashenko of positing wire taps on telephones of the country's senior leaders, including its top judges. Mr Valery Tikhinia. Belarus's semior judge, said he had been told his home and office telephones were bugged by a sympathetic official in the president's personal security service.

The charge is the most recent episode in what many observers have described as Belarus's accelerating slide towards dictatorship. This summer, for the first time since the collapse of the Soviet Union, two leading Belarusan opposition politiciens were granted asylum by the US. Many fear the situation could become worse later this year, if Mr Lukashenko goes through with his threats to disband parliament.

UK hails Swiss over Nazi gold

Britain welcomed Swiss government efforts to clear up the fate of Nazi gold that may linger in Swiss bank vaults, British foreign secretary Malcolm Rifkind said yesterday.

Mr Rifkind also said relations between London and Berne were good, despite allegations raised by a British government report that the Swiss returned only about one-tenth of Nazi gold demanded by the Allies after the cond world war.

Mr Rifkind spoke after meeting his Swiss counterpart. Mr Flavio Cotti, for talks that included Berne's plans for a commission of experts to study the extent and fate of both Nazi and Jewish riches deposited in neutral Switzerland during the conflict.

Austria tax compromise

The Austrian coalition government yesterday announced changes in its controversial law imposing a 30 per cent social security tax on contract or freelance work. After several weeks of negotiations, the Social Democrats and the conservative People's party agreed to raise the exemption for the levy on contract work from Sch3,600 (\$338) to Sch7.000 a month.

The new tax was implemented in July and was designed to add more than Schibm to the depleted coffers of the national health and pension insurance system. But critics warned that the measure would destroy thousands of jobs and induce companies to shift their operations abroad.

Faced with protests from professionals who work on a contract basis, the People's party insisted on doubling the exemption and threatened otherwise to vote for an opposition initiative to kill the law. The latest amendment should ease the impact on low-income workers and employees with minor side jobs, but will also reduce the contribution to the national budget. Eric Frey, Vienno

French ex-minister for trial

The Bordeaux appeals court yesterday ordered former calinet minister Maurice Papon, 86, to stand trial for crimes against humanity for sending Jews from wartime Prance to their deaths in Nazi extermination camps. He was only the second Frenchman to be sent to trial for such crimes. Former militia officer Paul Touvier was jailed for life in 1994, and died in prison this year aged 81. Papon, who rose to be Paris police chief in the 1960s and

a Gaullist budget minister in the 1970s before his second world war role was exposed, is accused of having ordered deportation of 1,690 Jews, including 223 children, in 1942-44 when he was secretary-general of the Bordeaux. regional administration. Most were later gassed at the Auschwitz death camp. The Bordeaux court sent Papon to a jury trial in an assize court on charges of being an accomplice to the murder and kidnapping of 10 convoys of

Russian revenue crisis eases

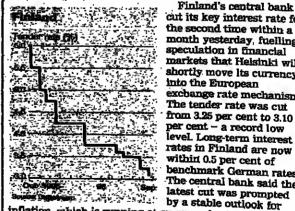
A government revenue crisis prompted by a plunge in tax collections is easing because of emergency measures taken last month; a top Russian finance ministry official said yesterday. Mr Vladimir Petrov, first deputy finance minister, said further improvements are expected as a esult of the approximately 60 revenue-raising measures 'In September, the situation has clearly started to improve, it's visible in the weekly data," he told the Kommersant daily.

He said tax revenues will meet budget targets for the rest of the year thanks to the new measures, which will aise 30,000bn roubles (\$5.6bn) by the year end. The revenue crisis has threatened Russia's \$10bn loan deal with the International Monetary Fund and left the government unable to cover wages, utility bills and other

Chernobyl fears eased

fucreased radiation levels measured at the Chernobyl nuclear plant were due to faulty measuring equipment, the Finnish Centre for Radiation and Nuclear Safety said vesterday. The centre quoted a Ukrainian nuclear safety lirector at a meeting of the International Atomic Energy Agency (IAEA) in Vienna as saying that manual radiation measurements taken inside the plant had not shown anything out of the ordinary.
ECONOMIC WATCH

Finland cuts key interest rate



cut its key interest rate for the second time within a month yesterday, fuelling speculation in financial markets that Helsinki will shortly move its currency into the European exchange rate mechanism. The tender rate was cut from 3.25 per cent to 3.10 per cent - a record low level Long-term interest benchmark German rates. The central bank said the latest cut was prompted by a stable outlook for The central bank said the

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Finland's central bank

inflation, which is running at an annual rate of 1.5 per cent. It followed repeated recent intervention in money markets by the central bank to sell the markka and was seen as part of an effort to hold down the currency's level ahead of a move into the ERM, widely expected in Helsinki to take place as early as this weekend.

Finland's Social Democratic-led government has signalled it wants to join the ERM as a prelude to becoming a founder member of the planned European monetary union in 1999. Hugh Cornegy, Stockholm ■ Sweden had a current account surplus of Skr2.8bn

(\$420m) in July following a revised surplus of Skr6bn in June, the Swedish central bank reported. The June figure was revised up to Skr6bn from the previously published Average market expectations were for a July surplus of

Average market expectations were too a stary starper. Skr4br. in June 1995, Sweden had a current account surplus of Skr2.5bn, the bank said. ■ Industrial orders for the six months to June fell 4.4 per AFX, Stockholm cent from a year earlier, said Istat, the Italian statistics organisation in June, industrial orders fell 15.4 per cent year on-year, said istat. For the six months to June, industrial sales were up 0.7 per cent year-on-year. In June. they fell 7.5 per cent from a year earlier.

Cut in German sick pay threatened

states was justified.

Engineering employers' move could trigger legal showdown with unions

By Wolfgang Münchau in Frankfurt

German engineering employers yesterday threatened unilateral cuts io sick pay entitlements in a move likely to trigger e legal showdown with unions.

The threat by engineering employers follows last week's parliementary approval of the German government's savings programme. The new law includes a controversial clause to reduce workers' statutory ciaims to sick pay from 100 per cent of wages to 80 per cent from October. The change in the law only affects nrrangemeots in their work

engineering employers' group, said he declared. the law should also spply in his own Ms Urs industry, even though most contracts guaranteed full sick pay entitlements.

"Of course we don't want to break the law. I think we, the union and the employers' federation, bave enough occasion for dispute. We change in the law would affect the should leave it to the courts. contract as well. whether we are going to introduce cuts in sick pay from October I," Mr Stumpfe said yesterday:

Mr Klaus Zwickel, president of IG Metall, has signalled readiness to debate. strike in defence of present sick pay workers with no separate sick pay rules. "IG Metall will not patiently wait and see the majority of people contracts. Mr Werner Stumpfe, becoming poorer while the number president of Gesamtmetall, the of millionaires is on the increase,"

Ms Ursula Engelen-Kefer, vice-president of the Germany Trade Union Federation, threatened court action if employers break existing contracts. The employers have argued contractual arrangements

atavistic loyalty nation issue of financing is likely to states created and main- be put on ice in the face of

Bruton said. But be admitted many and latterly France

were based on existing law, so that a Germany's sick pay rules are among the most generous in ths world and have recently become a focal point in the welfare reform

Union members regard the present arrangements, which they secured in a series of industrial disputes in .

the late 1950s, as a symbol of period, at a time of almost stable. Germany's welfare state. Employers

say the arrangements are costly and drive up absentee rates. The sick pay rules are among a host of other contractual

arrangements to come up for renegotiation at the forthcoming wage round in the engineering sector, due to start in December. Gesamtmetall has previously indicated readiness to press for a new settlement at the wage round, a move firmly resisted by IG Metall. Mr Stumpfe's call for lower sick pay marks one of the first warning shots hy employers ahead of the wage round. The last wage round in 1995 brought a rise in wage costs of about 11 per cent for the two-year

France held its breath – for FFr4bn

gest and most dramatised preparations for any budget, the French government yesterday produced a fiscal blueprint for 1997 that reduces the central stata budget deficit by a mere FFr4bn (\$787m).

A belated decision to start cutting taxes next year, in an ettempt to revive the economy and woo voters for the 1998 parliamentary polls, forced the government to drop its earlier goal of reining in the deficit to FFr245bn. Instead, next year's budgetary shortfall is expected to be FFr283.7bn, compared with its target of FFr288bn this year.

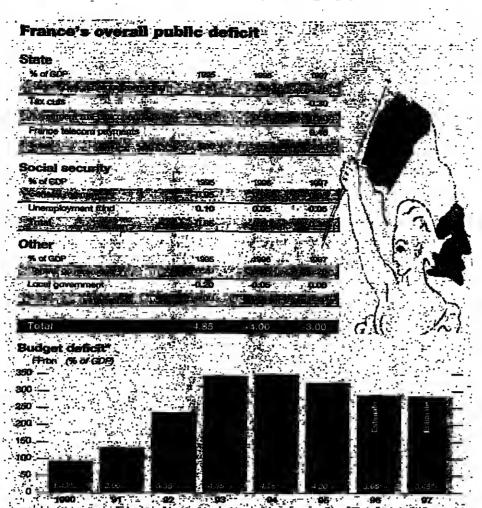
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BAS CALLES

fere from the

Yet, Mr Jean Arthuis, the finance minister, stressed that he was still confident the overall deficit on the combined accounts of central and local government and the social security sys-tem would still be no more than 3 per cent of gross domestic product next year, sufficient to qualify the country for economic and monetary union in 1999. The definition of a deficit, under the Maastricht treaty, appears to allow France to count in a big one-off payment from France Télécom and certain other funds

Mr Alain Juppe, the prime minister, had started as early as May to prepare France's political business and union leaders for the first real cut in public spending in the Fifth Republic's 38-year history; such was,



determination to be a founder member of Emu, a largely French-inspired proj-

However, the economy ment rose again to nearbegan to flag, with growth record levels, and successive falling by 0.4 per cent in tha small drops in consumer

deflation. The prime minister found himself under called this forecast "prudent growing pressure from his backbenchers and indeed President Jacques Chirac to bring forward long-promised tax cuts. Earlier this month he announced e first FFr25bn slice off general income tax rates in 1997. Once that decision was taken last month, the FFr245bn deficit target

became unachievable. But the government has at least kept its promise to hold spending next year at last year's level of FFr1,559bn. Given inflation estimated at 1.5 per cent next year, this means a cut in real terms. To offset increases in debt servicing and civil service pay – which Mr Juppe will relax next year after this year's public wage freeze – the government had to find savings of FFr60bn from what ministries, under existing policies, would have oth-

erwise spent in 1997. It still plans to increase job-creation subsidies next year, but by FFr15bn less than it had planned to do. As with employment policies, it is also making housing subsidies more selective. Anxious to avoid trouble with the teachers, the government is to spend 2 per cent more on education, but is to cut by around 4 per cent money for the interior and

foreign ministries. The 1997 draft budget is based on an assumption that to allow for bigger tax cuts. the economy, predicted to

August prompted talk of year, will expand by 2.3 per cent next year. Mr Arthuis and realistic".

> But the tax cut stimulus will not be great. In addition to the FFr25bn which the government is to leave in income taxpayers' pockets next year, there will be e carryover in 1997 from some consumption-boosting measures decided by the government after last December's disastrous public sector strikes. But offsetting this will be new social security charges, tobacco and alcohol taxes next year totalling FFr13bn. Proceeds from the latter two "health" taxes are to be funnelled into the social eccurity system to help bring its deficit down from FFr50bn this year to FFr30bn next year.

The 1997 budget measures are likely to come under fire from the public sector unions, upset by the government's decision to cut the 2.2m strong civil service by 8.000 next year, and from within Mr Juppe's own centre-right parliamentary majority, some of whom would have liked deeper tax cuts in the run-up to the 1998

But as Mr Arthuis said almost pleadingly yesterday, "if anyone thinks we could have done more to cut taxes next year, I would like to where we could possibly have cut spending more

David Buchan

Call to convert into euros in 1999

Pressure on **Bonn over DM** bonds

Richard Lapper in London

Pressure is mounting on the German government to D-Mark government bonds into euros as soon as European monetary union starts

Such a move, which follows similar action by France, could further boost the credibility of Ennu and also help prevent Paris gaining a competitive edge over Frankfurt in the battle for the continent's capital mar-

The proposal has generated deep unease in the Ger-man finance ministry, which will take the decision. It fears the move could prove unpopular among German investors.

German banks and market traders have been pressing the government to "re-denominate" D-Mark bonds into euros for the past few months; it is understood Bundesbank officials will advise the German finance ministry to take the step after widely discussing the issue in recent weeks.

The Bundesbank bas refused to comment on the issue but has privately indicated it supports some early conversion.

Mr Ernst Welteke, a member of the Bundesbank council, said last week; "So that we do not have solit markets, I urge speedy switchover of bonds into the new euro currency."

Yesterday, a spokesman for the Deutsche Börse, Germany's stock exchange, said he was confident e decision to re-denominate existing D-Mark denominated debt in 1999 would be taken by the end of this year.

The issue has become significant for the financial markets recently, because of a split between the stance could give French markets a

and German governments. Last year, European goveroments announced all new public-sector debt would be issued in the single currency, the euro, after 1999. But they did not indicate what would bappen to the stock of outstanding government bonds in currencles such as the D-Mark which

expire after 1999. The French government has announced it will convert all its outstanding public debt in francs to euros in 1999. This will create n pool of liquidity in euros, which should help Paris in ite efforts to become a ceptre for trading in euro-denominated money market and

bond futures contracts. French bankers also recently persuaded the European Commission to stipulate in its legal proposals for Emu that governments could have powers to convert the

But so far, the German government has refused to follow the French lead in calling for early re-denomination.

Some German officials fear euro debts would be more expensive to service than D-Mark debt. There is also concern that German investors would shun euro debts, particularly since the conversion from D-marks to euros is likely to result in ugly numbers.

One economist involved in the discussions said: "I cannot see the German government rushing into this, it is a very delicate matter." But some big German banks, such as Deutsche Bank, are now pressing for the early conversion of the most liquid part of the German government debt.

Traders fear that if Paris creates e pool of liquidity in euros before Frankfurt, this taken by the French competitive edge.

The magic of Maastrichtian mathematics.

By David Buchan in Paris

The French government has fully exploited the magic of to convert a projected 1997 state budget deficit of 3.45 per cent of GDP into an overall public deficit of 3 per cent, the exact figure required to qualify to join the EU's economic and monetary union. France so far meets all other Maastricht criteria on debt, inflation,

conclude that the 1997 bud- change in its total assets. get had been concocted in Versailles' Hall of Mirrors rather than the finance mina deficit goes wider than the gap between corrent spending and revenue. This holds not raise the Maastricht defi-a country's overall public cit because it, notionally at deficit to be the total amount it needs to borrow to cover

France realised last year it could no longer use privatisation receipts to cut its Maastrichtian mathematics istry's dour fortress at Maastricht deficit, because Bercy, However, Mr Jean these sales reduced its state Arthuis and his team have assets by the same amount taken full advantage of the and left its net worth fact that the EU definition of unchanged. By the same token, however, recapitalisation of state companies does

by the same amount. interest and exchange rates. the gap between the change This latter asset "gain" is Some unkind spirits might in its total liabilities and the traditionally ignored in

least, increases state assets

included under the Maasthe French deficit - by FFr13bn (\$2.53bn), for instance, in 1995.

Next year's big windfall. however, comes in the form of the special FFr37.5bn payment by France Télécom to the government to cover future pensions liability for its employees - part of a deal with the unions on the company's partial privatisation. This imposes a new liability on the state, but one ing downwards its debt ser-

French budgets. But if it is that is difficult to calculate and is not, according to tricht arithmetic, it lowers Bercy, calculated in the national accounts of any EU state running similar pay-asyou-go pension schemes.

Paris consulted Brussels on the France Télécom payment and the European Commission said this week that "at first sight" it sees no problem.

Two other non-budgetary factors have also helped. As in 1995 and this year, The government is again adjust-

vicing, which appeared to be larger than it really was because buyers of bonds in mid-year appeared to be getting a full year's interest when in fact they had paid a higher initial price for their bonds. This year has also seen the special new RDS tax to repay past social security debt. For the moment, this tax is bringing in more - FFr6bn this year and FFr12bn next year - than is

being used to repay the debt,

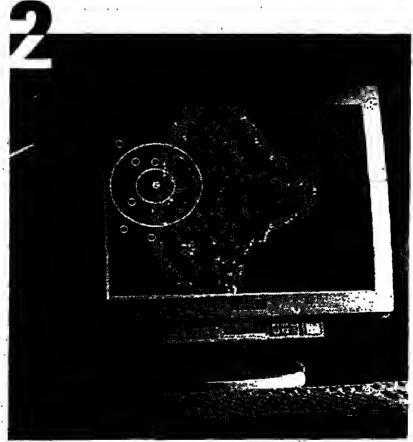
and therefore it appears to

SIEMENS NIXDORF



Identify the Threat

Gone are the days when there was a contradiction between acology and aconomy: anvironmental protection is both a competitive factor and a chellenge. The nead to presarve our ecosystem is something that concerns everyone and that ranges from everyday aspects to global problams, lika pollution of the oceans. With leading-edge information systems, it's possible to identify dangers end weakpoints faster - in both the industrial and public sectors.



Use Environmental Systems

Networked information systems with a common database halp to precisely localize anvironmental impact and analyse the interrelationships. They give tha user a cleer view of tha antire chain of causes and effects. With the objective of avoiding major risks elong the process chein in the ose and transportation of hazardous materials as well as in connaction with pollutant emissions.



Avoid the Threat

Information technology can identify weakpoints and simulate improvements - but the responsibility for doing something about it rests with producers and consumers. The opportunity we have is to control processes through effective anvironmental menegement to keep the anvironment in belance, without impacting corporate profitability. Tha more private- end public-sactor organizations utilize networked environmental protection solutiona, the better job we can do of securing our natural ecosystem for evaryona.

Siemens Nixdorf: User Centered Computing

Burmese petrol prices double

By Ted Bardacke in Bangkok

Petrol prices have nearly doubled in Burma in the past week and the government, believed to lack foreign exchange to pay oil traders, has failed to renew a long-term petroleum supply

Queues of several hundred cars have been reported in Rangoon, the capital, and in neighbourhoods where the ruling military élite lives information about impending petrol shortages. Diesel and petrol is scarce or unavailable in the Shan state end other parts of upper Burma, residents say.

Burma had an exclusive long-term crude oil supply contract with Mitsui of Japan which expired in July and was not renewed. A senior Mitsui official in Ran-goon said the company "had no conflict" with the Burmese government but said it had not been paid for all oil delivered. Diplomets estimate the outstanding balance still owed to Mitsui by the Burmese government to be between \$27m and \$31m.

An oil trader in Singapore said the Burmese government hed failed to issue e new tender for long-term supply, adding that word of the money owed to Mitsui had spread, making the situation for the government difficult on the spot market.

Burme's economic problems have been highlighted in recent months by the withdrawal of several western companies concerned about consumer boycotts beceuse of the country's human rights record. Burma says in most cases Asian investors have replaced the departing westerners.

in July, the Burmese currency, the kyat, was devalued by 28 per cent reflecting what economists say is e shortage of bard currency. Rice exports, a leading foreign currency earner, have fallen to 400,000 tonnes in fiscal 1995-96 compared to 1m tonnes the year before.

Petrol prices in centres such as the rice-producing Irrawaddy Delta rose from 450 kyat to 600 kyat a gallon. With the rice barvest season beginning in six weeks, farmers will have trouble milling and transporting rice for both domestic consumption and export if these prices are sustained.

Burma's domestic petrolmarketing system is a cause of the difficulties. In an effort to subsidise meagre military and civil servant salaries, the government allocates tickets to certain state employees letting them buy a gallon of petrol at 25 kyat. These tickets are then sold on the black market to owners of private cars.

The government's failure to renew supply contracts with Mitsui carries a particular resonance because the Japanese company is the architect of a master plan for the country's industrial development and is the lead partner in a consortlum developing a \$125m "3-in-1 project" consisting of a natural gas pipeline, fertiliser plant and electricity station.

Japanese trade surplus shows 31% fall

Rising oil prices contributed to a 31 per cent decline in Jepan's trade surplus to Y369.47bn (\$3.85hn) in August compared with the same month last year, the 21st consecutive monthly fall, the finance ministry

than the markets had expec-ted but will help ensure that trade differences stay in the background when Prime Minister Ryutaro Hashimoto

ton in New York next week, for a summit in the margins of the United Nations General Assembly.

A finance ministry official said the trend was expected to continue, though privatesector economists warned that the decline was elowing said yesterday. as a weaker yen lifted the The fall was less steep competitiveness of Japanese as a weaker yen lifted the exports. In July, the surplus was down by 38.4 per cent. The politically sensitive

ter than the 6.5 per cent fall fraction to 59.4 per cent, a demand has weakened. in July and the 18th consecu-reflection of Japan's continu-Exports were helpe tive month of decline.

Japan'e surplus with the European Union was down by 17 per cent last month and the surplus with the rest of Asia by 11.4 per cent com-pared with the same month last year.

Within the total surplus, exports rose by 8.7 per cent to Y3.472bn, easily outrun by the growth in imports, np

ing shift from a nation of processors of raw materials for re-export, to consumers. Import growth, however,

was unusnally swollen by a 54 per cent rise in Japan'e monthly oil bill and by the purchase of three large aircraft from the US. Other data, sncb as last week's announcement of a 29 per cent annualised drop in bilateral surplus with the US 16.6 per cent to Y3,102bn. gross domestic product in money supply - M2 plus decreased by nearly 17 per The ratio of finished prod the second quarter to June, demand and time deposits -

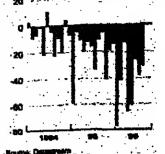
Exports were helped by

the weakness of the yen, allowing the Japanese car industry to increase overseas sales by 18 per cent. Exports of personal computers and other office equipment rose by 20 per cent. Japanese demand remains

modest on evidence released by the Bank of Japan yesterday of a 3.7 per cent growth in the main measure of

By William Dawkins in Tokyo meets US President Bill Clin- cent to Y222.3bn, much fas- ucts to total imports rose a suggest that domestic in the year to August, a growth rate unchanged from the previous month. But on another measure, broad liquidity, money growth is slowing, a consequence of lower bank lending growth and a fall in public works spending in August. Broad liquidity grew by 3.7 per cent in August, down from 4 per

cent in July and the weakest rise since April. Meanwhile, sales in Tokyo department stores in August rose by 2.5 per cent from the same month last year, after Visible trade balance Armusi % change



falling by 2.7 per cent lu July, the first drop in seven

Bureaucrats braced for assault by 'soft ice cream'

the face of Japanese government got off the ground yesterday when the first new political party to be formed for nearly two years began its formal search for candidates for the imminent general election.

The new group, formed by Mr Yukio Hatoyama, 48, a scion of one of Japan's richest and most powerful political familles, is devoted to waging war on the bureaucracy. Aspiring supporters and critics alike are sceptical. Several anti-bureaucratic campaigns by weightier parties in recent years have brought little result. Former prime minister Yasuhiro Nakasone likens the new group to soft ice cream. It tastes

sweet but will melt under the political heat, he quips. But, at the least, the group, named Democratic party, represents a big step in the fragmentstion of Japan's political opposition for the 500-seat lower house of struggling to stem defections of

fresh campaign to change as its members are mainly defec-the face of Japanese gov-tors from the three main opposition groups, to the potential benefit of the increasingly dominant Liberal Democratic party. At most, it could rise above the role of breaker-up of declining parties to become an inflnential partner in the next government, likely to be another coalition led by the conservative LDP.

If Mr Hatoyama's group lives up to its hopes, its fortunes will be of interest to Japan's trade partners as they pray for real, rather than the hitherto cosmetic, cuts in the government regulations which impede access to one of the world's richest consumer markets.

The group attracted 37 mostly centre-left members of parliament to join its founding committee at an overnight meeting in the Diet on Tuesday and is aiming, perhaps optimistically, to field 200 candidates in the coming election

parliament. Up to 30 MPs from the Social Democratic party are poised to join, which would complete the SDP's slow-motion break-up. Analysts in Tokyo believe Mr Hatoyame's group could win 40 seats or more in a general election in the next few months, depending on how many defectors from other parties join its ranks.

Mr Hatoyama's opponents donbt he will succeed in making government more sensitive to the aspirations of Japan's understandably confused electorate. After all, the mainstream parties pay lip-service to a more open government and less regulated economy and yet have brought only slow change to the web of shared interests and consensus that bind Japanese life.

The most recent new political party, the New Frontler party, formed at the end of 1994, also wanted change, Yet today, it is ing popularity and inability to

agree on clear policies.

But Mr Hatoyama's supporters
maintain he does have sufficient political clout, cash and popular appeal to gain enough seats to influence the next government.

The clout, as is usual in Japanese politics, is all in the family. Mr Hatoyama's grandfather, a former prime minster, was founder in 1955 of the LDP, which held a monopoly of power for 38 years until 1998. Other Hatovamas have been foreign and deputy finance ministers and Yukio'e brother. Kunio, is also a leading member of the new group. The family home in central Tokyo is something of a temple of modern Japan, for it was there negotiated the deal that led to the LDP's birth. The cash, too, runs in the fam-

ily. Mr Hatoyama is one of the richest members of a rich parliament thanks to his mother, daughter of the founder of Bridgestone, Japan's largest tyre com-pany. The new party was Mrs Yasuko Hatoyama's Idea and she has contributed to her sons' elec-

tion offices. Mr Hatoyama has attracted a strong and youthful supporting cast. They include Mr Naoto Kan, the health minister, who has earned admiration for exposing bureaucratic responsibility for the distribution of Aids-tainted blood to haemophiliacs.

The new party's possible weakness, on the other hand, is lack of ideology. But that quality is shared by all political groups with the possible exception of the Communists - who are enjoying something of a comeback.

When seeking to prepare a manifesto last month, the best Mr Hatoyama could come up with

was "friendship and love". Later. he explained that the new party was to follow the concept of sermin, meaning pollticians and people, rather than the traditional kan-min. meaning bureaucrats and people. Worse, its Democratic party title does not help Japan's uncommitted voters. more than half the total, to distinguish between it and the Liberal and

Social Democratic parties. Mr Koichl Kato, the LDP's secretary-general, says policies will be less important to the success of future governments than coalition management.

If, as seems likely, Mr Hatoyama pulls in a significant minority of seats in the next election, the LDP will face a management challenge: how to handle a group with slightly more progressive aspirations than its own.

William Dawkins

ASIA-PACIFIC NEWS DIGEST

North Korean 'infiltrators' die

Eleven North Koreans who landed in the Sonth from a submarine were found dead yesterday, possibly shot by one of their number who turned the gun on himself, e South Korean defence ministry spokesman said. A 12th was captured after a massive search while another eight or nine were still et large, the spokesman said. Authorities in the South described the North Koreans as

"This incident is a grave provocation and a definite infiltration against South Korea by North Korea," the director of operations at the Joint Chiefs of Staff, Kim Dong-shin, told a news conference. After a cabinet meeting Kwon O-kie, unification minister, said the

infiltration was "a direct threat to our national security". The captured North Korean, Mr Lee Kang-soo gave a different account, telling interrogators the submarine drifted into South Korean waters after developing engine trouble. It was stranded on rocks 9km south of the east coast city of Kangnung. Authorities said it apparently hit a reef while returning to the North after dropping off infiltrators on e beach. The blood-soaked bodies of 11 North Koreans were found on top of a mountain dressed in leans and sneakers.

Karachi bombs end calm

At least one person was killed and four others injured when three bombs exploded in the business district of Karachi, Pakistan's southern port city, yesterday. The first explosion occurred near an office of Pakistan International Airlines while the second was near the offices of the provincial government of Sindh, of witch Karachi is the capital. Yesterday's blasts shattered months of calm in Karachi. Forhon Bokhari, Islan

India to pay Sikh relatives

India announced yesterday it would pay \$24m to relatives of people killed in anti-Sikh riots after the murder of Indira Gandhi, prime minister, more than a decade ago. The government's decision follows a court order last month directing it to pay compensation to nearly 3,000 victims of 1984 carnage within four months, K. Padmanabhaiah, home secretary, told the Press Trust of India, An Indian court on August 27 sentenced 93 Hindus to five years' hard labour for taking part in the riots sparked off after two Sikh bodyguards murdered Mrs Gandhi on October 31, 1984. APP. New Delhi

Daughter's land plea boosts Thai PM

By Ted Bardacke in Bangkok

The daughter of the embattled Thai prime minister Banharn Silpa-archa may have saved her father's job yesterday after she put np a robust defence of her role in a controversial land sale on the first day of a no-confidence debate.

But Ms Kanchana Silpashe continued to urge ber father to resign and leave her family at peace. "I have asked him to retire from politics and will continue to try to persuade him," she said.

ignored similar urgings from on loans, brokerage fees and another area in 1989 for the

a widely discredited govern-

In yesterday's debate, Ms Kanchana Silpa-archa was accused by opposition legislators of using her father's influence to make a 1,476 per cent profit on the sale of e 75 rai (120,000 sq metres) piece of land to the central bank. The bank plans to build a archa told parliament that new currency printing plant on the land.

Ms Kancbana said she bought the land for Bt226m inability to address associ-(\$8.9m) in 1990 - not the ated allegations that Mr Ban-Bt29m tax records show and therefore only doubled The prime minister is her money in selling the likely to ignore his daugh- land to the central bank for of the mint. The bank had ter's advice just as be has Bt465m. After taxes, interest already bought land in

mies to step down as head of made a profit of only Bt60m from the sale.

"I could have made more money in another business, Ms Kanchana said. Ms Kanchana said the seller of the land was responsible for under-reporting the sale price to land department officials in an attempt to avoid capital gains taxes, a widespread practice that routinely goes unpunished.

Her strong defence of the sale contrasted with ber harn, as finance minister in 1990, had asked the central bank to change the location

supporters and political ene- other expenses, she said she new mint but later back-

Most of the rest of yesterday's debate, which is expected to stretch for two more days with the censure motion put to a debate on Saturday, focused on Mr Banharn's Inability to run the country effectively.

"The prime minister is guilty of mismanaging the country; irresponsibility, lack of vision, turning a blind eye to corruption in his coalition and abusing power for personal gain," opposition leader Mr Chuan ekpai said in his opening

"The prime minister bas



Chuan: strong attack on

lost the legitimacy to run and the democratic parliathe country. He will only mentary system," Mr Chuan bring damage to the nation said.

Ramos nearer right to second term

Campaign to change constitution has gained momentum, writes Edward Luce

President Fldel Ramos was asked recently whether he had a shortlist of possible candidates to succeed him after his term expired in 1998. Mr Ramos, who has remained aloof from a campaign to amend the Philippine constitution which would enable him to stand again, loked: "I have a very short list. And it's getting shorter every day."

With more than half the required 3.5m signatures already gathered for a petition which would irigger a plebiscite to scrap the singleterm limit, opplonents of Mr Ramos think his shortlist has already been narrowed down to just himself. indeed, the petition, which

is expected to achieva the required 13 per cent of the electorate's signatures by early 1997, looks increasingly likely to lead to a referen-dum next year. And Mr Ramos could be in power until 2004. "The administration has a

lot of unfinished business," said a senior presidential aide. "Mr Ramos would be keen to run again but only if he had genuine public back-

two basic preconditions before he would consider standing again. First, the ini-

By Bruce Jacques in Sydney and Manuela Saragosa.

Australian- maritime unions

have imposed bans on all

Indonesian shipping move-

ments and cargoes in protest

at the recent arrest of two

The bans are an embar-

rassing footnote to this

week's visit to Indonesia by

Mr John Howard, Australia's

prime minister, for talks

The row has further

with President Suharto.

Indonesian labour leaders.

in Jakarta .



'Destiny' to be president: Joseph Estrada, the vice-president, opposes a constitutional change that would let Fidel Ramos stand for a second term

grassroots. All the signs are that this is so far the case. The fact that 86 of the 204 elected congressmen and

tiative must come from the amend the 1987 constitution must not generate controversy before the Apec (Asia Pacific Economic Co-opera-tion forum) leaders meeting in Manila this November. The meeting, which will include President Bill Clinton of the US and President .

Jiang Zemin of China, will. put the Philippines in the international spotlight. Strong opposition to the

bly from former president Mrs Cory Aquino, who framed the constitution, and vice-president Joseph Estrada, who says it is his "destiny" to run for the job in 1998 - would embarrass the government.

"I have no doubt that President Ramos wants to continne beyond 1998 but be wants to minimise any controversy before the Apec meeting," said Mr Exequiel Garcia, president of the Philippine constitutional association, a group of lawyers and businessmen who want to alter the charter. "All the signs are that a large part of the electorate would support an amendment to the constitution - and why not? No one can accuse Mr Ramos of

dynasty." The idea is also backed by many in the Philippine private sector, which has bene-tted from the Ramos administration's economic reform programme since 1992 and can point to the president's positive image among foreign investors

planning to set up a political

Opponents of the move, however, say that the amendment would ignite memories of the late president Ferdinand Marcos, who tried to set up an euthoritarian dynasty but was overthrown in a peaceful revolution in 1986. Mr Marcos'e

wife. Imelda, was mayor of Manila for 10 years and his son, Bong Bong, has attempted to keep the torch burning since the family returned from exile in 1992.

Few, except some splinter groups on the hard left. believe Mr Ramos plans to do the same. The president has three daughters, none of whom holds political office. But hie opponents, who would include most of the hopeful candidates for 1998 of whom at least five have declared their ambitions publicly, would paint the move as a step back towards

the Marcos era. "President Ramos has done a good job since 1992," said Senator Raul Roco, who is planning to stand for the top post in 1998. "But that does not mean we should allow Mr Ramos or his supporters to manipulate the constitution for their own

purposes Even if Mr Ramos were to come out in favour of the change, however, many believe it could be swamped by thorny legal objections. Presidential candidates could question the anthenticity of the signatures, for example. "In the Philippines everything can end up in court," said Mr Bill Luz, secretary of the Makati Business Club, the largest pri-

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"Margaling Flooducel the World. Utell International or year based professional.

Senior government sources say Mr Ramos has

about a third of the country's provincial governors and mayors must also stand down in 1998 because of the term restrictions has given the "people's mitiative" & wide constituency of sup-Second, the campaign to proposed amendment - nota-

plans to meet the Dalai

Lama, Tibet's exiled leader.

at present visiting Australia.

The bans were amounced

by the Maritime Union of

Australia (MUA), as Mr

Howard flew out of Indon-

esia on his way to visit Japan's prime minister Ryb-

taro Hashimoto and Japa-

line with a worldwide cam-

paign by the International

Transport Workers' Federa-

The Australian bans are in

nese business leaders.

marred a visit already over- tion, representing over 5m

shadowed by China's threat workers in 120 countries,

Australian unions in Jakarta cargo ban on Tuesday of trade retainstion against Mr Howard's

> is not recognised by the government. An official at the Indone being were to be regretted and will harm the efforts to

build up relations between the two countries". Mr Vic Slater, MUA assis-

protesting at the sirest of to push human rights and one of the men. Mr Muchtar political freedom issues during his Indonesian visit. Pakpahan. He is the former The bans were designed to leader of the independent Indonasian Prosperous Labour Union (SBSI), which

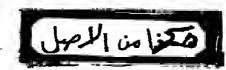
disrupt Indonesian shipping services and create a climate of unreliability among the nation's other trading partners. The first ship to be stan foreign affairs ministry affected would be the Boga-in faithful said the MUA's sail Empat, due in Western sarl Empat, due in Western Australia late yesterday to

lead 32,500 tonnes of wheat Mr Pakpahan and the second arrested labour leader. Mr Dita Sari, were said to tant national secretary, said have been implicated in the bans were in response to recent pro-democracy riots Mr Howard's alleged failure in Jakarta, the worst in two

decades, and are held on subversion charges.

Mr Pakpahan, arrested three days after the July 27 riots, lost a suit against five officials of the Jakarta attorney-general's office in which he accused them of detain-

ing him illegally. Further anti-Indonesian sentiment surfaced in Darwin yesterday, when demonstrators burned a replica Japanese flag to mark East Timorese Independence Day. The demonstration was aimed at raising awareness of Japan's role as biggest foreign aid donor to Indonesia.



Peronist leaders try to salvage austerity bill

By David Pilling in Buenos Aires

Leaders of Argentina's governing Peronist party were yesterday desperately trying to ensure parlia-mentary passage of a tough aus-terity bill after last week's fiasco when not enough of their own deputies turned up to reach a quo-

Approval of the bill, on which debate was expected to continue into the early hours of this morn-

to rally his increasingly fractious Peronist party.

Peronist leaders have spent the past days twisting the arms of those deputies who, mindful of next year's mid-term elections, have refused to back an austerity package that aims to raise an additional \$30n annually in taxes. The original 21-point plan, which set its sights on extra revenue of \$4bn-\$4.5bn, has been savaged by ing, is seen as a crucial test of politicians and interest groups,

President Carlos Menem's ability reducing the package to its bare bones.

President Menem, in an article published in yesterday's Clarin, said he would not hesitate to rule by decree should parliament prove unmanageable. Ironically, it

Eventual passage of the auster- bureaucracy and transferring pro- after privatisation receipts, or ity bill is fundamental to the new targets agreed with the International Monetary Fund, with which Argentina this week finalised a

According to the letter of intent, was the opposition Frepaso party which must still be ratified by the which was yesterday hinting that it might attend the debate, thereby providing quorum. All Frepaso deputies were, however, year to \$30n, or 1 per cent of gross expected to vote against the pack. costs involved in cutting the state budget deficit for 1996 of \$5bn

vincial pension schemes to state level are counted, the deficit is allowed to reach \$4.5hn.

The letter of intent also includes the granting of a waiver for Argentina's missed fiscal targets in the first half of this year, which the IMF blamed on sluggish receipts of value-added tax and growing deficits in the social security system.

The Fund has agreed to accept a

\$6bn discounting such revenue. The original target had been a balanced budget, with an ambitious \$2.5bn coming from privatisations.

Among positive factors highlighted by the Fund, such as healthy reserve and bank-deposit levels, is the improving situation of provincial finances. The overall provincial deficit of \$3bn last year s expected to be reduced to \$1.1bn this year, and to reach a \$300m

Canadian car union makes headway

hetween Chrysler's Canadian anbsldlary and the Canadian Auto Workers union appears to have strengthened the union's hand for forthcoming contract talks with General Motors, writes Bernard Simon in Toronto.

The CAW claimed the deal, reached shortly before a strike deadline on Tuesday night, was an important vic-tory on the contentious issne of contracting work to outside, usually non-union-ised, parts suppliers.

Chrysler agreed to replace any jobs lost to "out-sourcing" at its Canadian plants. provided it was making a profit. Out-sourcing is expected to be the thorniest ssue in the negotiations.

The first contract with the Big Three North American motor manufacturers traditionally sets a pattern for talks with the other two. However, GM Canada has made less progress than Chrysler in sourcing components from outside suppliers, and is expected to take a tongher line with the

GM has given notice that lt plans to sell two parts plants employing a total of 5,000 workers, or almost a fifth of its workforce in Canada. Its operations in the US and Canada are closely integrated. The three-year Chryster deat provides for an annual wage increase of 2 per cent and improved health-care and vacation

Insider trading

By Tracy Corrigan In New York

431.114

House the top

The US Securities and Exchange Commission has asked a federal appeals court to reconsider a ruling which threatens to narrow the definition of insider trading in the US courts.

The ruling rejected the use of "misappropriation the-ory", a tool which enables courts to convict people who decettfully use information in violation of trust and confidence, rather than just in hreach of atrictly defined fiduciary duty. This means, potentially, that an executive dealing on insider information would be guilty of in Pillsbury stock options insider trading, but a family member using information obtained from that executive would not.

This decision leaves a real hole in the ability of the theory encourage insider regulators to enforce insider trading rules," said Mr James Morphy, bead of mergers and acquisitions at Sullivan & Cromwell, a leading New York law firm. "Eventually the Suprema Court or Congress will have to fill this hole."

The ruling was made in August by the Righth US exchange to bave any Circuit Court, which covers chance of taking take advanseveral midwestern states. Since few cases are brought in this area the roling is unlikely to bave an immediate impact on SEC prosecu- priation theory.

tions, but other circuits could follow this lead. In the US, insider trading is covered by broad anti-

fraud rules, coupled with tha "misappropriation" concept, this has so far proved a satisfactory way of prosecuting insider traders, according to Mr Richard Walker, SEC general counsel. But "if other courts followed, wa might approach Congress' for tegistation defining insider trading more specifically, he said.

The ruling was made in connection with a criminal case against Mr James O'Hagan, a Minneapolis lawyer accused of improper trading ahead of the acquisition of the US company by the UK's Grand Metropolitan in 1988.

If the court does not

reverse its ruling, it could in

traders to deal within the. Eighth Circuit Court's jurisdiction. But in practice, the SEC has considerable leeway in deciding where to bring prosecutions, and an insider would have to gain information on a local company and deal through a local broker on a local tage of the ruling. The more important Second, Seventh and Ninth Circuit Courts have all accepted misappro**OBITUARY: SPIRO AGNEW**

The vice president ruling leaves hole, says SEC who fell from grace By Nancy Durine From there he went into an cratic racist and gracesting the same of the

By Nancy Dunne

Mr Spiro Agnew, the US vice president who resigned in disgrace in 1973, died on Tuesday without ever achieving the modest political rehabilitation gained by his one-time boss, President Richard Nixon.

Mr Nixon left the White House 10 months later under the cloud of the Watergate scandal. His crimes were essentially political – wiretapping, break-ins and lying about them. He ultimately fashioned an elder statesman role for himself and lived to bear praise of both his foreign and domestic policy achievements.

Mr Agnew took pay-offs from businesses for using influence on their behalf. His hastily arranged departure came with a plea bargain pleading no contest to one

From there he went into an obscure retirement, denying any wrong-doing and insist-ing that ha had resigned from office to spars the nation the agony of a trial it was he who was spared a trial. If it were not for the national trauma of Water-

gate be may have risked becoming the first vice president to andura prison. Instead, he set up as an international trade consultant, wrote a novel and retired to a luxury commnnity near Palm Springs. Mr Agnew did not go unmourned. The mayor of of impudent snobs." the town of Gargalianoi.

from which Mr Agnew's family had emigrated, issued a nic slurs. statement calling him "a proud." Mr Agnew's rise was almost as spectacular as his fall. He was elected Republi-

the support of blacks and liberals. Mr Nixon selected him as a running mate in 1968 and made him the campaign "attack dog" ao that Mr Nixon could look presidential. He became "Nixon's Nixon" - a reference to his boss'a rola when he was President Dwight Eisenhower's vice president. He did little but attack

throughout his years in the vice presidency, dismissing White House opponents as "nattering nabobs of negativism" and "an effete corps Mr Agnew'a critics ridiculed his blunders and eth-

Democrats tried to use good man who made us him to get to Mr Nixon. In one commercial he was shown making a speech, but the sound track consisted of only loud laughter and the can governor of Maryland, tag line: "This would be seri-



Copper market co-operation new, hearing told

The bead of the US commodity trading regulator indicated yesterday that, despite evidence of world copper market abnormali-ties, international regulatory co-operation did not proceed smoothly until after Sumitomo's losses became public in June.

Miss Brooksley Born, the chairperson of the Commodity Futures Trading Commission, the chief futures and derivatives regu-

lator in the US, told a congressional hearing yesterday: "Routine information sharing for supervisory purposes is relatively new to the international community, and the production and review of surveillance information by certain markets is uncommon and in early stages of development."

However Miss Born said that ber agency did not need extra powers to supervise market events such as the Sumitomo losses and the subsequent 25 per cent drop in world

activities have so far been minimal and cop-per trading losses appear to be limited to the Two US banks believed to bave helped Sumitomo trading company itself, according to Federal Reserve governor Susan Phillips, who was testifying at a house banking subcommittee hearing on the affect of the Sumitomo affair on US markets and financial

institutions. However, the banking regulator empha- Sumitomo's trading losses.

copper prices. In fact US bank exposures to sised that the review of Sumitomo's copper Sumitomo corporation's copper trading transactions, which generated \$1.8bn losses

finance Sumitomo's copper trading activities, JP Morgan and Chase, declined to testify at the public hearing.

Miss Phillips, who is a former chairperson of the CFTC, also said that additional regulation in the US would not have prevented

The venom of a snake helped a life-saving drug. Hoechst.

In a number of civilizations, snakes have long been revered as a symbol of healing.

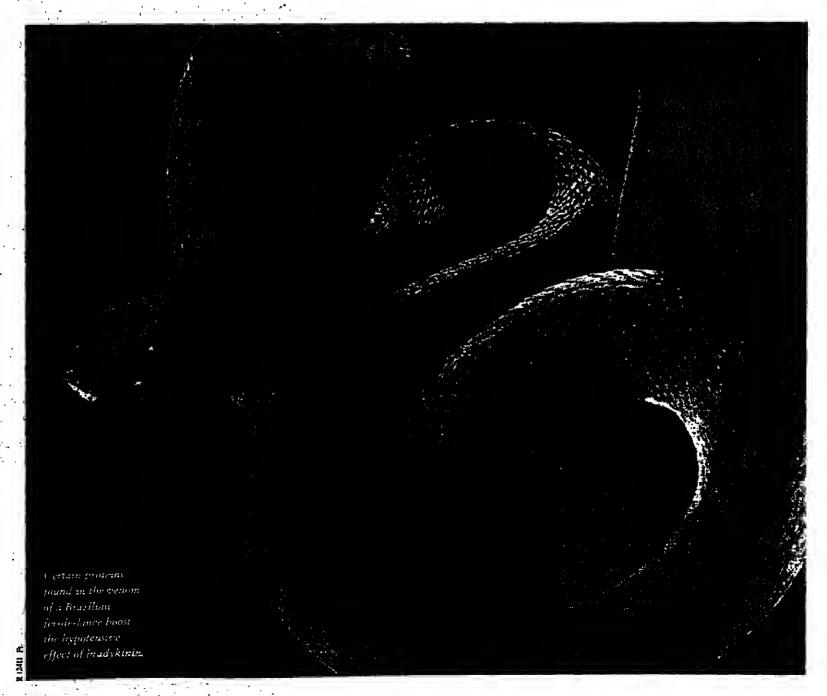
It was 90 years ago that scientists developed a better understanding of exactly how snake poisons act in the human body.

Protecting the beart and the cardiovascular system.

An example of research in this field is an active substance used treat cardiovascular disorders.

The human body contains certain tissue hormones called kinins, which reduce blood pressure and open the blood vessels. Now it has been discovered that the blood-pressure-lowering and vasodilating action of the kinins can be boosted by proteins found in the venom of a Brazilian pit viper.

Scientists at Hoechst Marion Roussel, the pharmaceutical division of Hoechst, have used this discovery to synthetically produce these proteins and thus



develop a new life-saving drug. Research into cardiovascular disorders has always played an important role at Hoechst.

In 1904, Hoechst researchers were the first to synthesize the hormone adrenaline.

Other vital developments followed, including edema therapy and preparations to dissolve blood clots.

Today, Hoechst Marion Roussel offers one of the broadest lines of cardiovascular products.

Cardiovascular disease is still the No. 1 cause of death, which is why fighting this important problem is a matter so close to our hearts at Hoechst Marion Roussel.

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Hoechst 6

Car rivals in Polish scrap

Daewco of South Korea bas threatened to wind down its investments in Poland if the government fails to block a local car assembly operation by rival South Korean conglomerate, Hyundai. Mr Kim Wco Choong, the head of Dacwoo, has written to Mr Wlodzimierz Cimoszewicz, the Polisb prime minister, threatening a cut in his company's planned \$1bo investment if Hyundai is permitted to proceed with plans to assemble 15,000 cars in Poland next year. Daewoo bas said it wants to produce 300,000 cars a

year in Poland by 2000.

Last month the Polish government introduced new import rules aimed as discouraging assembly operations in order to smooth the way for major investors in Poland's growing car market. These are Daewoo, Flat and General Motors. However, last month Hyundai raced to establish an assembly operation at Pultusk, oorth-east of Warsaw, just before the new rules came into operation.

The Korean company is working with Universal, a listed trading company with strong links to the former communist Left Democratic Alliance (SLD), the senior ruling coalition partner. The government has withdrawn a permit for duty free import of components for assembly leaving Hyundai with around 20 completed cars. Universal has said it will appeal against the decision. If successful it would break the industry ministry's policy of favouring capital investors against assembly operations. The industry ministry is a strooghold of the Polish Peasant party, which is a junior partner in the government coalition. Christopher Bobinski, Warsaw

CME in Ukraine TV venture

Central European Media Enterprises, the US pioneer of private commercial television in eastern Europe, is expanding its operations in Ukralne, it is to acquire a 50 per cent holding in the Studio 1+1 group, which provides 50 hours of prime time programming for Ukraine's state-owned UTV Channel 1, Studio i+1 provides popular entertainment shows and films and has the right to sell advertising. CME said the total Ukraine advertising market was expected to grow this year to \$35m from \$15m in 1995, with television advertising rising to \$20m by the end of this year from \$9m in 1995, CME is also seeking to establish a national private, commercial television station Kevin Done, East Europe Correspondent

US steps up 'tied aid' fight

The US Export-Import Bank has stepped up its campaign against the use of tied aid by its competitors, matching more than \$2.5bn of actual and potential foreign tied aid credits in 37 cases since April 1994, according to a recent report. The use of the Export Import bank "war chest", known as the Tied Aid Capital Projects Fund, has achieved considerable success in countering the use of tied aid, a practice that links foreign aid and commercial credit to donor country exporters. Eximbank counters a tied aid agreement by offering similar financing to US Afshin Molavi, Washington

BT and Dutch railways in telecom venture

By Gordon Cramb

RT the UK telecoms grown and NS, the Dutch state railways, are to invest Fl 1bn (\$590m) to establish a fixed line telephone service for the Netherlands which aims to be the main rival to KPN, the privatised posts and telecoms utility.

Their joint venture, foreunveiled yesterday under

through the Concert system developed by BT and MCI, its US partner.

A domestic fibre optic network, of which NS Telecom has already laid 1,000km along its tracks, will form the basis of a national service which awaits a licence from the Dutch government. shadowed late last year and The transport ministry, which oversees telecoma, the name Telfort, will start has two licences on offer for

immediately by offering building a nationwide infra-Dutch-based companies structure, and expects to international connections award these by the end of the year.

From next July, successful applicants for those and more than 1,300 regional licences will be able to provide voice telephony. Energy utilities and cable television providers are among thosa also in the race.

But sevaral regulatory issues, notably those governing interconnection of rival

Meulen, who will head Telstyle system was the most desirable - where Oftel as industry regulator not only ensured interconnectivity but had the power to determine the rate at which providers billed each other for

Because of this, the UK lowest in the world. Saying that "we cannot put a double services, have yat to be cable into all households,"

such links.

regulation, where new arrivfort, said yesterday a UK- als need a hand up" - as Mercury had received in Britain when it entered competition with BT 12 years

A decade from now, Telfort expects a 5 to 10 per cent share of a total Dutch telecoms market, which is now worth FI 15bn and ranks as rate at 2p a minute was the Europe's sixth biggest. The lowest in the world. Saying extent of the NS fibre optic network is to double within a year, though not all Dutch

resolved. Mr Koos van der he argued for "asymmetric bouseholds will be able to connect to the new service by the isunch date.

The size of BT's investment ranks below those made in larger national markets such as Germany and Spain. But Mr Pat Gallagher, director of BT Europe, said the Netherlands' position as a "trading hub and European gateway" made it attractive. The company has been active there since 1989. serving Dutch and foreign multinationals.

VW in \$1bn Beetle plans

By Leslie Crawford in Mexico City

Volkswagen plans to invest \$1bn in a new Mexican factory for the "New Beetle". a successor to the famous 1930s model, which will be launched in September 1997. The German company is

expected to announce its plans tomorrow when Chancellor Helmut Kohl, who is on a state visit, tours its plant in Puebla, near Mexico City.

"We had originally planned to invest \$600m in Mexico, but wa are expanding the investment programma to be able to market the New Beetle worldwide," Mr Gerardo Valadez, Lopez Volkswagen's spokesman in Mexico, said yesterday.

Volkswagen's expansion is one of the biggest foreign investments to be announced aince the devaluation of tha peso in December 1994 triggered Mexico's financial crisis and substantial capital flight.

The government is likely to hail the plans as proof of Mexico's rehabilitation. Foreign direct investment totalled \$3.1bn in the first half of the year, a respectable

considering the low level of domestic demand in the

Volkswagen's Mexican operation was hit particularly hard during the recassion in 1995. The financiai crisis eroded middle class incomes and sales of budget cars such as

tha old Beetle collapsed.
The company tried to make up for the loss by finding new foreign markets for its Mexican cars; so that Volkswagen now exports four times as many vehicles as it sells domestically.

The company's Puebla plant produced 110,174 vehicles in the first half of 1996, an improvement over 1995 but still below its pre-devaluation output. A prototype of the Naw Beetle - which is the first

Volkswagen car to have baen designed outsida Germany - has already been axhibited at US and European motor shows. Mr Lopez Valadez said the enlarged Puebla plant would turn out 120,000 New Beetles

The car will be marketed in the US, Canada and Mexico, partners in the North American Free Trade Agreement, and in Europa

Export drive could help poor nations' development, says UN

Developing countries can repeat the economic miracle of the east Asian "tigers" according to tha United Nations Conferanca on Trade and Development.

Unctad's latest Trade and Development Report published today says the policies that produced rapid export-led growth in South Korea, Taiwan, Hong Kong and Singapore can be applied alsewhere, though for the strategy to succeed fully, the rich North must keep its markets open.

Many developing countries bave scope to boost exports of labour-intensive manufactures, Unctad says. It estimates that, in the textile and clothing sector alone, poor countries could triple their exports to the North over the next 10 years if import quotas are phased ont as planned under World Trade Organisation rules.

This would raise their market share in the North from one quarter today to about three-quarters, giving them an extra \$175bn of exports a year. However, the report says that if too many countries

simultaneously expand exports of low-skill products, thay will flood the market and weaken prices. This will in turn reinforce a long-term downward trend in relative prices for lowImports from developing countries 16.7 As % of consumption in industrialised countries, 1990-1991 Machinery and other merufact

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The report thus recommends setting up an international "marketing-cum-information agency" such as the Japanese External Trade

oping countries early warning of impending market

Unctad acknowledges that a huge export drive by the

disiocations in the North, even though new markets would be opened up in developing countries for the North's more sophisticated manufactures, capital goods and services.

Over 10 years, developingcountry penetration of northern markets could doubie, affecting over 12 per cent of mannfacturing employment, Unctad estimates. If the North grew slowly and exports from the Sonth expanded rapidly, penetration could exceed 20 per cent of northern mar-

kets for manufactures. "With the depressed demand conditions and growing labour market problems which have characterised the North over the past 20 years, the scale of market penetration envisaged might trigger an intensification of protectionist pressures." the report says. In analysing the lessons from the east Asian "mira-cla". Unctad argues that effective government inter-

vention was crucial, "Markets alone cannot generate export-oriented industrialisation". Despite globalisation and stricter trade rules, developing countries still have room to pursue selectiva industrial policies, the report says.

here's He

• Trade ond Development Report 1996 (Sales No.E96.ILD.6). UN Sales Section, Palais des Nations, CH-1211 Geneva 10. fax +41 22

January and looks set to

Furthermore, starting a

car sales outlet is a big investment that does not

usually deliver returns for

many years. Tonichi Ford

profit until its sixth year, Mr Kurokawa says. And it will

take much longer to wipe

out its accumulated debts.

The dealer was able to use

the year.

miss its target of 20,000 for

Manfredonia Sviluppo

Società Consortile per Azioni



in its first year,

GLOBAL SUBSIDY **FOR** THE CRISIS AREA OF MANFREDONIA - ITALY

Aid for the realisation of entrepreneurial initiatives and inter-company infrastructures

Manfredonia Sviluppo - a syndicate company with mixed private and public capital established in April 1994 with the aim of promoting the relaunch of the production activities and employment in the Province of Foggia - is the intermediary authority for the Global Subsidy for the reindustrialisation of the crisis area of Manfredonia, deliberated by the European Union on 24th July 1996 for a total of 25 million ECU (approximately 50 billion lira) with the co-financing, decided on 3rd May 1996, of 19 billion lira from the Ministry of Labour.

The Global Subsidy for companies will be divided between technical assistance for the elaboration of projects, the awarding of recognised grants and support for the starting up of the initiatives, further details of which are to be found in the Guide Lines available to all interested parties from the Company's office.

For each initiative considered eligible, Manfredonia Sviluppo will organise specific inquiries aimed at verifying the technical-economic viability of the initiative and evaluating the reliability of the proposing entrepreneurs.

RECIPIENTS OF THE GRANTS FORESEEN BY THE GLOBAL SUBSIDY ARE:

- New initiatives by small and medium sized enterprises (according to the enclosure of the Recommendation of the Commission no. 96/280/CE of 3/4/96 EC Official Gazette no. L 107 of 30/4/96), who will be able to benefit from a recognised grant of up to a maximum of 40% calculated in Net Subsidy Equivalent plus a further 15% in Gross
- * New initiatives by large enterprises who will be able to benefit from a recognised grant of up to a maximum of 40% of Net Subsidy Equivalent.

The subsidised initiatives must be situated in the Communes of Manfredonia, Mattinata and Monte S. Angelo (Province of

Extensions of pre-existing activities in the above mentioned areas will also be eligible provided that they are characterised by significant increases in employment levels.

To be eligible for the benefits of the Global Subsidy, the initiatives must be part of the sectors of Classes C - D of the Classification of Economic Activity ISTAT '91 or services for companies if these activities are connected to the production cycle of the same, as indicated in the Guide Lines available to interested parties, with the exclusions listed in enclosure no. 2 of the Ministry of Industry Circular no. 38522 of 15/12/95, published in the Gazzetta Ufficiale no. 156 of 30/12/95.

The Global Subsidy will finance the realisation of minor inter-company infrastructures for the recipients of recognised grants, proposed by the Consortium for the Area of Industrial Development of Foggia.

The projects presented will be classified according to the following criteria:

value of the capital invested in the initiative by the enterprise compared with the total investment.

 number of employees activated by the initiative compared with the total investment. For the purposes of classification, the procedures of standardisation and of the consequent total deviation will be used, as per sub-section 4 of article 6 of the Ministry of Industry Decree 20/10/95 no. 527, within the limits of the indicators in numbers 1 and 2 (regulation containing the method and procedure for the awarding of grants in favour of production

activities in depressed areas of the country - Gazzetta Ufficiale no. 292 of 15/12/1995). The inquiry carried out by the Intermediary Body for the selection of the projects and for the admission of the initiatives for the foreseen subsidies is final. The grants will be awarded within the limits of the available public

The classification of the eligible initiatives will be published in the Bollettino Ufficiale of Regione Puglia,

Companies or parties, which intend to present investment projects for concessions from the Global Subsidy, must file their application according to the procedures laid down in the Guide Lines and enclosure no. I, together with the requested documentation - by registered post addressed to MANFREDONIA SVILUPPO S.C.P.A. Via Valentini Vista Franco. 1 - 71100 FOGGIA - Italy, not later than 30th November 1996. The date of the postmark will be considered valid.

Further information about technical assistance, together with the relative forms to be used for the application and the Guide Lines for the evaluation of the projects, can be requested directly from the Intermediary Body:

Manfredonia Sviluppo S.C.p.a., Via Valentini Vista Franco, 1 - 71100 FOGGIA - Italy Tel. +39/881/720540 - 727992 Fax +39/881/723091

Selling US cars in Japan: more than a matter of trade policy

Selling any cars in Japan is a difficult business these days, writes Michiyo Nakamoto as talks on opening the market end

with the US led Tokyo Nissan Auto Sales, Japan's largest Nissan dealer, to devote two of its outlets to selling Ford cars.

So far, Ford Tonichi, the subsidiary set up by Tokyo Nissan and the first Nissanaffiliated dealer to sell cars made by the US company. has sold just 400 vehicles and has piled up debts of about Y300m (\$2.8m). You need a lot of money and resoive," says Mr Mikio Kurokawa, an official of the

As US and Japanese trade negotiators concluda two days of meetings today to review progress of a bilateral accord on opening Japan's markets for foreign cars and car parts, dealers in Japan are more worried about their iong term survival than about a renewed flare-up of

The US side has expressed unhappiness that the number of car dealers handling US cars has increased by just 107 against a self-set target of 200 by the end of this

While Japanese car dealers' strong relationships still a deterrent to handling US cars, as one Japanese dealer admitted yesterday, it is not the only one. Concern about the profitability of such a venture is as much a source of the dealers' hesita-

Intense competition and the sluggish growth of the domestic car market over the past few years have made life increasingly diffi- groups. cult for Japanese car dealers, who have never been very profitable.

A study of 1,852 dealers by the Japan Automobile Deal-

that is making profits." Japanese car makers have had in recruiting dealers to the GM-made Cavalier under

ore than two years their dealers face by provid- be launched in the Japanese 7,189 units of the car since ago the pressures ing sales support and incen-of trade friction tives, which have made deal-a lack of familiarity with the ers financially dependent on car, notes Mr Yasuo Maruta, their suppliers. It is ques a manager in the marketing tionable whether car dealers division of Saturn. GM. can survive without the which has recruited six comincentives [provided by the carmakers], says Mr Takaki have 20 outlets by the Nakanishi industry analyst launch.

at Merrill Lynch. To win over Japanese dealneed to convince them that selling their cars can be profitable. "Dealers want to

panies so far, is looking to

"The main problem is that people do not know our ers, foreign carmakers would products," adds Chrysier, which purchased an inde-pendent dealership last summer to boost its presence in

existing outlets provided by its parent but most dealers would have to invest between Y2bn and Y3bn to open an outlet. To make matters worse, unlike Japanese car companies. Ford does not provide any incentives, according to Tonichi. Whether a Japanese company can take on foreign cars depends to a large extent on its financial strength, admits Mr Hiroo Tanabe, general manager of external affairs at Ford in At the same time, US car makers are being selective about the dealers they choose, which makes the

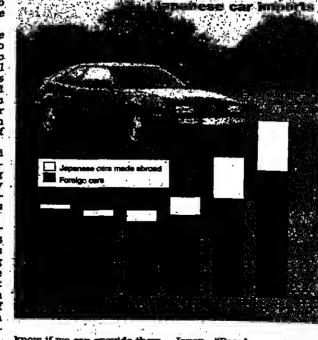
process of building up a net work a time-consuming ona "There are a lot of people that want to come into the imported car market because they think they can make a quick buck," Ford's Mr Tan-abe explains: "But Ford doesn't want just any dealer. so we have had to reject many dealers interested in handling our cars."

There is, meanwhile, one development that could boost the prospects of US companies trying to recruit Japanese dealers.

The poor profitability of their dealers is putting a strain on Japanese carmakers, which apend a significant proportion of their profits supporting their dealers. When Japanese car makers decide they can no longer sustain that system, says an official at one car maker. the shake-out could provide an opportunity for US com-

"Even without political pressure, the dealer manufacturer relationship is fall-

panies



know if we can provide them with a range of models and with the Jeep, but don't how much profits they can know that Chrysler has

Japan. "People are familiar make," says Chrysler, one of other models to offer." the other hig three US car The disappointing perfor-

For US carmakers with a limited track record in Japan, that is no simple amid much fanfare has not task. "It's not like selling a Mercedes-Benz, says Mr dealers any easier. ers' Association unveiled Kurokswa. Japanese brand Since June Chrysler has last week, showed that sales consciousness still leans managed to sell only 605

kawa. "I don't think there is and the companies that target is 4,000 units by the any dealer in the Tokyo area make them. The biggest end of the year. problem General Motors has

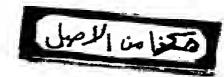
mance of many US made cars which have been launched recently in Japan made the task of recruiting

per company fell 3.2 per cent heavily towards the Euroin the year to March 1996.

"Selling cars alone is not peans."

Most Japanese dealars that was feared as a Japanese car "killer" because of its cost-competitiveness. The end of the year.

Even Toyota, which sells nade up for the difficulty sell the Saturn, which will its own name, has sold only



100r

THE MENDE TIMES THE SOLUTION OF THE OFFICE COPIERS

IN Sales and Service of Its Office Copiers

In Service of

There's never been a better time to give Rank Xerox a call.

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THE DOCUMENT COMPANY
RANK XEROX

By John Barham in Arbil,

The talks between US officials and Mr Massoud Barzani, the Kurdish leader allied to Iraq, due to take place in Ankara last night. brought a palpable sense of relief to Iraq's Kurdish north

It was only two weeks ago that Mr Barzani and his Kurdistan Democratic Party (KDP) asked for Iraqi Presi dent Saddam Hussein'a help to recapture the Kurdish city of Arbil from the rival Patri-(PUK). Following that, and despite US retaliation in southern Iraq, Mr Barzani has won virtual cootrol over the Kurdisb oorth.

Yesterday Mr Barzanl arrived in Ankara for talks with Turkish leaders as well

Few, if any, Kurds ever felt secure about Mr Barzani's deal with Mr Saddam. A shopkeeper in Sulaimaniya, the enclave's biggest city, said: "There will be peace in Kurdistan, but the United States will help Barzani, directly or indirectly."

Although fighting has died down and Iraqi government forces have withdrawn from the city, fear of Mr Saddam's Mukhabarat or intelligeoce services remains widespread. There are no longer reports of abductions of Iraqi oppositioo members by the Mukhabarat, but Kurds now

feel that walls have ears. Few dare criticise Mr Barzani openly, but in private show contempt for him, calling him a "traitor" or "corrupt". Such apprehensions among Kurds are a main rea-US assistant secretary of son wby Mr Barzani is tryMr Saddam

Even KDP officials are relieved Washington has so readily reopeoed communications with Mr Barzani. One party member close to him said: "We ask Mr Pelletreau that protection and international assistance for the Kurde continue. If we bave that protection we will not turn to anyone else

Mr Barzani blamed US indifference to rising tensions with the PUK for driving him into the arms of Mr Saddam. But he has also been claiming that be has no intention of being tied to the Iraqi regime

Mr Barzani is in a vulnera-ble position and his move risks provoking Iraqi retaliation. Iraql media yesterday warned Mr Barzani against meeting with the US. While admitting that Mr Barzani will be unable to cut

Iran is also anxious about

officials said their meeting with Mr Barzani had the short term objective of maintaining come US footbold on the ground by securing KDP help to protect people working for US agencies in northern Iraq and keeping the US aid organisations operating. In the longer term, the aim is to attempt a reconciliation tween the two rival Kurdish factions.

As to Mr Barzani, aides said be may also want the US to return its token - but psychologically very impor-tant - military presence in northern Iraq and resume aid programmes. Residents' morale collapsed with the sudden departure of the USled military co-ordination centre from the border town of Zakho and termination of. the US government's aid

Mr Ali Akbar Velayati, the

foreign minister, held talks with Turkish leaders on Sun-

day, to explain Iran'e posi-

tion. Mr Mahmoud Va'ezi,

his deputy, has been des-

patched to Moscow to enlist

Russian support. And Iran

bas also been in close con-



Barzani: few dare criticise him openly

those he considers to be "spying for foreigners" from a general amnesty he decreed for Kurds, leaving local employees of aid agen-cies terrified that they might face execution. Their fear has paralysed the work of

"We think Kurdistan is not safe," eaid a doctor.
"Saddam will take it militartly or slowly, in co-ordination with a Kurdish party." Hollow-eyed with fatigue and fear, he said he

Lebanon curb on political broadcasting

Lebanon yesterday banned broadcasts of political programmes and news by about 50 private television stations and 150 radio stations and ordered them to close by the end of November.

Political broadcasting is now restricted to four TV stations and three radio outlets controlled by the progovernment establishment, a move that risks serious protest by opposition groups.

The opposition and private media operators condemned the move, saying it restricted press freedom and concentrated the media in the bands of powerful political, sectarian and business

The government granted licences to four television stations – owned by Mr Rafiq al-Hariri, the Sunni Moslem prime minister, Mr Nabih Berri, the Shi'ite speaker of parliament and Hizbollah rival, the brother of the Greek Orthodox interior minister, Mr Michel Murr, and to LBCI, the former station of the now disbanded Maronite Christian Lebanese Forces militia, in which leading Chriatian businessmen have invested. Eleven radio etations

were licensed, but only three may air news and political programmes. These won elections, and now are owned by Mr Hariri, will control the media."

Mr Berri, and LBCI. The clampdown on Lebanon's freewheeling media follows recent elections to parliament - tightly managed by Syria - which returned an overwhelmingly pro-Syrian majority grouped around two blocs loyal to Mr Hariri and Mr Berri

Mr Paul Salem, director of the Lebanese Cenre for Policy Studies, said although there was a rational argu-ment for re-organising the audio visual media industry, clear favouritism had been shown. "The end result is that now four or five politiciace in the country monopolise the public and private sector," be said.

Most of the television and

radio stations were set up amid the anarchy of the Lebanese civil war of 1975-90 as monthpieces of the militias. In the aftermath of the war most stations became commercial operations and competed for s slice of the lucrative advertising market. The broadcast media was

the fastest growing economic sector in Lebanon, and the closure of large parts of it will put thousands of highly ekilled young pro-fessionals out of work.

Mr Salem said: "Syria has successfully consolidated a friendly local power struc-ture in Lebanon, having just won elections, and now they

Iran is anxious to contain Gulf conflict

In Tehran's view, Saddam's Iraq is a safer bet than an ungovernable Iraq, writes Kasra Naji

Dosters have been put up lo the streets of Tehran to mark what has been officially termed norate the anniversary of the start of the Iran-Iraq war 16 years ago.

The occasion has provided Iran's leaders with an opportunity to call on the armed forces for extra vigilance at a time when the situation in northern Iraq remains volatile and the US continues with its military build up in Kuwait and elsewbere in the

Officials say Iran is determined not to get sucked into ity that Iranian opposition the crisis. To ensure this, Iran has been strengthening its defences along the border with Iraqi Kurdistan. At the border areas to attack Irasame time it has begun a nian villages and towns with new round of diplomatic the help of Iraqi forces.

Israel's defence ministry

in a Jewish settlement in the

West Bank. The decision

position in a final settlement

with the Palestinians, Israeli

The decision by Mr

Yitzbak Mordecbai, the

defence minister, confirme

the government's intentions

to step up the expansion of

By Judy Dempsey

could be

the possibility that the fighting between the two main rival Kurdish groups and involving Iraqi troops might spill over into Iran. Already the forces of the Patriotic Union of Kurdistan are using mountain passes oo the border to shift troops, And in the past few daya there have been at least two clashes between forces of the PUK and the Kurdistan Democratic party near the Iranian border.

There is also the possibilforces - the Iranian KDP and the Mujahideen - might use the new chaos in the

intends to create new ones.

extensive expansion of

existing settlements but had

But since the election of

the rightwiog Likud

government last May, Mr

Benjamin Netanyahu, the

prime minieter, appears

determined to allow new

bomes to be built despite

aimed at halted new ooes in a bid to

process.

the Likud government Palestinians.

a Turkish plan to establish a The immediate concern is huffer zone in northern Iraq which Turkey's own Kurdish condemns the plan to establish a buffer zone as it contravenes Iraq's territorial integrity," said a Tehran Iran imagines it is 'the

ing with Turkey. for Turkey to establish a buffer zone would be the first step towards the disin-

admit that there is little that Iran could do if Turkey went ahead with such a plan.

Iran prefers a strong central government in Baghdad albeit in the form of an unpredictable former enemy. President Saddam Hussein to an Afghanistan-type situation in which several groups claim power and no one is in

Meanwhile, Iran has always viewed any US military build-up in the region with suspicion. Iranian officials believe that the so-called "dual containment" etrategy of the US in the region to keep Iran and Iraq under preseure is geared more towards Iran than Iraq. They believe that the US has been preparing itself and international public opinion

said Iran had a misplaced sense of self-importance as it saw itself as "the number one enemy of the number one state". Diplomats say the US knows full well that

any military action against

Iran could help generate sup-

One diplomat in Tehran

port among its population for their government. For the moment, while calling on the armed forces to be more vigilant, Iran seems to be no more than a passive observer of events, and that, according to one observer in Tebran, is no bad thing. "At least they are not doing something fool-

ish," he said. Meanwhile, many ordinary people saem concerned

issues and the redeployment

of Israeli troops from the

West Bank town of Hebron.

Hebron is long overdue. But

so far Mr Netanyabn has

given neither a commitment

nor a timetable for their

withdrawal, an issue which

Mr Dennis Ross, the US

The redeployment from

Action urged on water shortages

Environment Correspondent

The number of people living in Africa could rise from can sell water rights to 300m to 1.1bn by 2025, says a water companies, report by a Washington
• A change in agricultural practices, including a switch for greater action on the

Arafat, the watch institute says that gated in a Nepalese pilot oundaries." pledges on expanding the Paleatinian Authority areas which face worsening The defence ministry said existing settlements to the president, were due to hold water shortages should make more use of water-savexpected to focus on security ing measures tried else- It said projects could be

It adds that policy-makers have yet to understand that new engineering projects such as dams will not be enough to solve water shortages, which could threaten countries' security and food supplies.

The report calls for: charging more realistic and the New Politics of

 Californian-style restructuring of tariffs to encourage Water trading, as prac-

tised in Chile, where farmers to drip system irrigation world's water shortages. which doubled the amount The report" by the World- of land that could be irri-

> project.
>
> Water-sharing agreeaided by the involvement of third parties such as the World Bank, swans of other

assets such as energy, or land-crossing rights, joint management of watar resources and attaching monetary values to disputed resources

*Dividing the Waters: Food Removing subsidies and Security, Ecosystem Health,

number one enemy of the number one state' - diplomat

Mordechai approves new West Bank homes

radio commentary which cultation with Syria to reflects the view of the Iranian foreign ministry. It called for joint action by Iran, Turkey and Syria - the three countries which border Iraql Kurdistan - to contain

settlements, sharp criticism from Israeli existing is still unclear if peace groupe and the boundaries."

peace process which has

virtually come to a standstill

"Of course we will be

since Likud came to power.

criticised about this plan," a

government spokesman said

"But there is nothing in the

[Israeli-Palestinian] interim

agreement and there is

nothing written down which

states we cannot continue to

build new homes within the

strengthen its hand in deal-Iranian officials say that

tegration of Iraq. But they for an eventual military

eettlement is bebolden to meeting its Yaasir

Yesterday, they argued the it was simply unfreezing three ultra-orthodox parties talks in Gaza. They were yesterday spproved plans to The former Labour move would have a negative plans by the previous in the coalition.
build a further 1,800 homes government had allowed the psychological effect on tha government. The latest He went further by approval is for Matityabu, an ultra-orthodox settlement of 2,400 people. It is in the West Bank, close to Israel's pre-1967 border.

inelsted the bomes were ssary, especially for the ultra-orthodox "because of natural reasons. They have large families. They need room." But Likud

suggesting that both the Israelis and the Palestinians were trying to strengthen their negotiating position in the event of any final A government official agreement even though many of the commitments in the 1995 interim agreement have yet to be fulfilled.

The announcement of the approval took place hours before Mr Mordechai and Mr

> PROTECT THE RAINFOREST

> > WITH FISH.

project

fish powds being buth

ed food for the local common

They also produce an invaluable

to take care of the local min forest The ponds require a supply of clean,

broughout the year if water-reta

acact. Which gave WWF good reason

to provide plans and concrete for the

ods, and fish to stock them with.

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te tanks and dig fish

ample than by just giving advice,

rockers betped to construct

ponds. Now an entire

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so pelp to sex

up practical projects to

WWF

World Wide Fund For Nature

rly World Wildlife Fund)

duct; a reason for the villagers

<u>مند</u> 🔘

is over a lum

special envoy, was due to raise with Mr Arafat in Gaza as well.

Good-bye Battery

strengthening Israel's push forward the peace



Welcome to the future: Seiko Kinetic*, the first and only quartz watch that turns your movement into power. Every move you make Is converted into electrical impulses by a tiny built-in powerhouse. Ecological, reliable and efficient: wear it just one day and produce energy to last at least two weeks. Wear it daily and it will run continually. 3 bar water resistant. Seiko Kinetic - it's built to last, Someday all watches will be made this way.



IN INDONESIA WE fresh water. This is only available room of the neighbouring trees are kept

CONTRACTS & TENDERS



PRIVATISATION DIVISION GOVERNMENT OF PAKISTAN

FINANCIAL ADVISOR FOR MULTAN. FAISALABAD & MUZAFFARGARH **POWER PLANTS**

Privatisation Division, Government of Pakistan is pursuing the privatisation of stateowned utilities by selling strategic stake with transfer of management control, to well-qualified and reputed international investors. With regard to the power sector, a strategic plan for restructuring and privatisation of Water & Power Development Authority (WAPDA) is being followed under which selected asset blocks (like generation units, distribution networks) are being corporatized, and 26% stake in the corporatized entities, along with transfer of management control, is being offered to

Privatisation Division is looking for a Financial Advisor in order to embark upon the privatisation to three power generation plants, located in the province of Punjab, namely Multan Thermalk Power Station (260 MW), Faisalaband Steam and Gas Turbine Stations (376 MW) and Muzaffargah Steam Station (840 MW). These three power facilities feed into WAPDA's national grid, WAPDA, being the owner of the three plants, has already created a separate organization (call WAPDA Private Power Organization - WPPO) to oversee the privatisation process. The plant management have been asked to assemble the data, and make the necessary documents available, so as to facilitate the work of the Financial Advisor.

Applications are invited from reputed investment banks, or consortiums, for providing the Financial Advisory Services, giving the following information:

- Technical and financial information on the firm/consortium.
- Description of projects undertaken in the power sector.
- List of projects on privatisation undertaken by the firm/consortium. Name and curriculum vitae of key staff and their work experience.
- List of international affiliates with their confirmation letter, Details of full-time presence in Pakistan, with particulars of professionals
- Affidavit that the information/documents submitted are accurate.

Interested Firms/Consortiums would be pre-qualified on the strength of their past experience of similar assignments and the experience of the relevant staff. Terms of Reference (TOR) for submission of proposals would be made available only to the pre-qualified bidders.

Expression of Interest for pre-qualification should reach the following address by close of office hours, latest by Monday, September 30, 1996, at the following address:

Mr. Khalid Ahmad Khan. Deputy Secretary (Power), Privatisation Division EAC Building, Constitution Avenue, Islamabad, Pakistan Ph: (92-51) 9215466 Fax: (92-51) 9203076

Car workers demand 7% pay increase

By Robert Taylor, Employment Editor

yesterday demanded a pay rise of at least 7 per cent. The current average earnings increase in the UK is running at 3.75 per cent.

It is the first big challenge for Mr Walter Hasselkus, Rover's chief executive who arrived from Germany to take up his post a fortnight ago. The current two-year agreement ends on November 1.

The size of the pay claim reflects a determination by union negotiators to achieve wage increases that Workers at Rover, the UK vehicles reward past productivity perforeubsidiary of BMW of Germany, mance. In addition, the Rover workers want a cut in the basic working week from 37 hours to 35. hours to bring them more into line with the time worked by BMW's German staff.

The Transport and General Workers union national officer for the car industry, Mr Tony Woodley, said: "As union bargainers we must stop making-apologies for sive productivity improvements

ductivity. We see 7 per cent as the very minimum of what we need." The union represents about half number of working hours needed the workforce. Demanding pay to build each Rover model between rises in line with inflation is no longer enough, particularly when corporate fat cats are enjoying earnings increases that average

Mr Woodley said the unions believed Rover had secured impres-

12 per cent."

since 1992, although he acknowlest schievement in recent months. The claim points out that there

has been a 43 per cent cut in the to build each Rover model between 1992 and 1995, The unions at Rover are also

demanding three extra days holiday a year and improvements to the boliday bonus. They are seeking a 12-month agreement, Motor Company has reached agree-although the current deal was for ment on a European works council two years.

In November 1994 the pay talks edged there had been a more mod- at Rover proved difficult and the final 10.7 per cent pay rise over two years was only accepted narrowly by workers in a secret hallot.

Two other car companies in the UK - Jaguar and Peugeot - also face wage negotiations this autumn but current agreements at Ford and Vauxhall do not terminate until late 1997.

In a separate development, Ford ment on a European works council for its employees across Europe.

BBC to enter Internet market

By Alan Cane and Raymond Snoddy in London

The BBC plans to launch a service on the Internet which could promote greater acceptance of the global computer network in the same way that the BBC Computer popularised com-puting in the 1980s.

Contracts bave been signed between BBC Worldwide, the public broadcaster'e commercial arm, and the multimedia division of ICL, the UK computer group owned by Fujitsu of Japan, to design and run the ser-

BBC Worldwide will announce the service within the next two weeks. It will feature news, weather and travel information as well as educational and entertainment material. It is expected to go live in the

early part of 1997. The BBC confirmed last night it was in discussions with ICL and other companies and would make an announcement shortly. It is understood that ICL bas won the contract in competition with Microsoft of the US, the world's largest software company, which has launched an Internet television service in a joint ven-

ture with NBC. The deal with ICL is part of a much broader BBC strategy to exploit its programme library and expertise in a wide variety of digital forms - ranging from Lex, Page 14 online to digital satellite ital terrestrial Dro casting. The corporation is also in talks with Flextech, the television channel provider controlled by Telecommunications Inc of Denver. If the deal is agreed the two companies will launch at least six satellite television

channels together. ICL will not be paid a fee for its services but will take a percentage of the subscriptions paid for the service. The BBC is providing programming and content

while ICL has designed the system and is taking responsibility for the technical specification. The main selling points will be speed - compared with the frequent delays

experienced by users - and ease of use. There will also be a "morality botton" to reassure perents who might fear their children could use the service to view pornography and other unsuitable material available on the Internet.

ICL declined to comment last night.

UK NEWS DIGEST

Army displays tank fire-power The British Army yesterday demonstrated its latest

generation of main battle tanks to its European counterparts as part of international arms control agreements. A group of 35 officers from 20 nations watched the 65-ton Challenger II tank, made by Vickers Defence Systems, destroy six tank targets in 26 seconds et ranges of up 1,500 metres in a deafening display of fire-power. The display was called to demonstrate the army's new tank under the Vienna Agreement. Challenger II, capable of speeds up to 56 kmh, also destroyed targets on the move on the Lulworth ranges in Dorset.

The tank, which was first delivered to the army two years ago, has been criticised for poor reliability. However, in recent trials, the tank demonstrated dramatically improved levels of performance. A test in Saudi Arabia in the 50 deg C heat of August as part of an effort to win export orders also went well.

Vickers is in contract negotiations with the Ministry of Defence about when the army will accept the tank into full service.

Bernard Gray, Lulworth Camp, Dorset

■ BREWING INDUSTRY

Minister backs pub ties

The government would oppose any change in laws of pub ownership which would disadvantage British brewers compared with their European Union counterparts, Mr John Taylor, minister for corporate and consumer affairs, said yesterday. He met representatives from brewers and pub owners to belp the government prepare for negotia-tions with the EU on the issue.

The EU is reviewing its exemption from competition policy of European brewers' ownership ties and supply agreements with pubs. The current exemption expires in December, 1997, but the UK industry believes the Euro-

pean Commission will renew it. Brewery ownership of pubs is the main form of tie in the UK while financial support by brewers of pub owners is typical in Germany. Italy and some other European countries. The EU objected recently to one British provision which allowed tenants tied to a brewer to serve a "guest ale" from another brewer. It said the law discriminated against lagers.

INTED LIABILITY

Jersey legislation to be probed

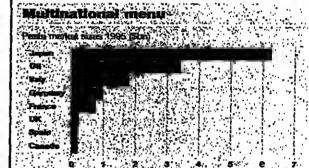
The Jersey parliament is likely to set up an independent inquiry into the way in which a law allowing the big accountancy firms to register on the island has been han-dled by politicians and officials.

Yesterday Senator Pierre Horsfall, president of the sland's finance and economics committee, said be would ask parliament to set up the inquiry to stop "gossip and innuendo" about the new law. The legislation, which would allow big firms to register on Jersey and establish limited liability partnerships, has caused controversy with critics saying it was "fast-tracked".

There was also concern from some members of the pariament over the role of the "big six" firm, Price Waterhouse, in helping to draft the legislation. The firm pro-

vided free legal advice to help Jersey legislators.

The legislation goes before the island's parliament, the
States, for its third and final reading next Tuesday and if eassed is likely to be used by at least two of the six firms Price Waterhouse and Ernst & Young. Jim Kelly, Jersey



Appetite for pasta up sharply

UK the second fastest growing market in the world, after a 53 per cent rise since 1991. Euromonitor, the market research consultancy has predicted that sales will rise by 41 per cent to £220m (\$343.2m) by the end of the century. UK consumption is still far behind that in Italy - but the biggest consumers in the world are Americans and Japanese. The figures include sales of noodles. Sales of fresh pasta in the UK grew 90 per cent between 1991 and 1995 to C48m. Dried pasta sales stood at £111m in 1995. Makers of dried products are trying to stimulate sales with flavoured, shaped, patterned, quick cook and wholewheat versions. As the UK market grows, local manufacture par ticularly of fresh pastas is increasing and displacing imports. Pasta Reale is the brand leader in the fresh sector with a 29 per cent market share and Nestle's Buitoni leads the dry sector with 12 per cent. Roderick Oram

Airport operator plans increased travel links

By Charles Batchelor, Transport Correspondent

BAA, the operator of London's Heathrow Airport, yesterday unveiled plans for links to the national rail network once a new London Underground rail terminal opens in 1998.

The company has begun talks with five train-operating companies with the aim of creating rail links to a wide range of destinations in London, to Gatwick Airport and the south coast and north to Birmingham and Manchester.

These proposals form part of a programme intended to encourage airline passengers to travel to the airport by public transport rather than by car; BAA wante to increase the public transport's share from 34 per cent to 50 per cent. This will form part of BAA's submission to Paddington station from

the public inquiry now June 1998. A further £70m under way into plans for a fifth terminal at Heathrow. Technical director, Mr Michael Maine, said. We are doing more than anyone could have hoped for, or expected, to encourage pub-lic transport. This will not only benefit travellers to the airport but also London and

the south-east generally." BAA also hopes to create a bus and coach lane on the M4 motorway approach to the airport - the first time that such a lane has been established on a British motorway - and is in talks with the Highways Agency.

BAA has already
announced plans to spend £500m (\$780m) on rail improvements at the airport including £350m on the

Heathrow Express link

which will provide a 16-min-

ute journey time to London

line to terminal five, if it is built, while £80m would go on a main line link and sta-tion at terminal five. • The British government will today announce plans to improve the way it provides subsidies to encourage freight to go by rail and to increase the sums it pro-vides for long-distance

will be spent on extending

the Piccadilly Underground

freight journeys. This follows a critical National Audit Office report last month which accused officials of setting unrealistically tight conditions for making the grants and austained pressure from rail freight operators for greater flexibility.

Mr John Watts, rail minister, is to announce an increase in the allowance given to hauliers who switch traffic from motorways to



assistance for more ven-"These proposals are very welcome," said Mr Chris Nichols, director of the Rail

operators. "We had been arguing for 25p per mile but this increase will help to tip the balance in a number of cases we are currently looking at. Long-distance shipments which at present go by motorway are the prime target for rail opera-tors."

One of etc propositie be discussed by BAA and

train operating companies

Airline sheds 5,000 jobs to save \$1.5bn

Mr Ayling said BA planned to develop interactive on-board entertainment allowing passengers to order goods, gamble or watch "pay-per-view" films and

television programmes.

BA is considering inviting investors to take a minority stake in its engineering and

5.6 per cent in the latest

three months compared with

By Michael Skapinker. suppliers. Failure to do so lines. BA and American are the next century, we have to on over the next three years, would mean their work bear in mind the transformaso that by the end of the awaiting US and UK governtion we achieved in the past, decade the airline will have being put ont to contract. ment approval for their alli-British Airways is to offer But the company did not and then do it all over around the same number of ance, announced in June. announce any immediate again."

Aerospace Correspondent

voluntary redundancy to 5,000 employees - and will hire the same number of recruits - as part of plans to save £1bn (\$1.56bn) over three years.

Mr Robert Ayling, BA's line industry. chief executive, said yesterday that several areas of the company, including baggage handling and ticket process-

plans to contract out work. Mr Ayling told staff the lead in the international air-

. He said: "Today marks the start of the next stage on our. long journey from privatisaing, had been told they transformed ourselves into redundancies, although would have to cut costs to an airline which has few the level achieved by outside equals. To be a success in . The recruits will be taken stake, and American Air-

Mr Ayling said the redun-

dancy programme would cost-cutting plan was essenstart in November and last tial if BA was to maintain its for 18 months. Voluntary severance or early retire-ment would be offered only to UK employees, who account for 46,000 of the airline'e 55,300 staff. He said BA tion. In 10 years we have hoped to avoid compulsory these could not be ruled out. which it has a minority

employees as it has today. Mr Ayling said the new staff

would have the skills BA needed to succeed in the future, including languages. Mr Ayling said BA planned to reduce advertising and promotions expenditure. It would also improve flight punctuality and share more of its aircraft with Qantas of Australia, in

6 per cent from the present

5.75 per cent at his monthly

monetary meeting with Mr

Clarke in July.

maintenance system.

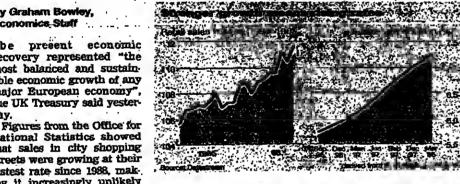
Smooth take-off, Page 18

Recovery is 'most balanced in Europe'

By Graham Bowley, Economics Staff

The present economic recovery represented "the most balanced and sustainable economic growth of any major European economy", the UK Treasury said yester-

National Statistics showed that sales in city shopping streets were growing at their fastest rate since 1988, making it increasingly unlikely that Mr Kenneth Clarke, the chancellor of the exchequer, would be able to cut interest rates again without alarming the financial markets. The ONS said retail sales rose a seasonally adjusted I per cent last month and were 4.4 per cent higher than in August last year. The acceleration in retail activity reawakened memo-



ries of the late 1980s conmarkets as investors feared current growth rates were. lead to rising inflation. share prices fell back on Eddie George, governor of fears of rising interest rates, the Bank of England (the UK while the pound rose against central bank), pushed

higher by Christmas. . UK government bond and : cided with the news that Mr

The financial futures marsumer boom and provoked a kets concluded that interest strong reaction in financial ratas were likely to be The figures, which were unsustainable and would much stronger than City economists expected, coin-

rates early if infletionary pressures picked up, but he saw no evidence yet of those pressures".

strongly for rates to rise to increase. Sales of textiles,

In the three months to August, retail sales volumes were 1.6 per cent higher than in the previous three months, the etrongest growth since August 1988. Sales of clothing, footwear the Bank of England (the UK and household goods appear to be driving most of the

the previous three months, The minutes of the meetthe strongest growth for a ing, published yesterday, showed that Mr George Household goods, espeexpressed concern that ecocially electrical goods such as televisions, are benefiting nomic growth, especially from the present recovery in

consumer spending, was stoking inflationary presthe housing market. Clothing sales have been boosted However, Mr Clarke said by new autumn fashions and heavy discounting as prices he was prepared to raise have fallen below last year's Overall, sales by non-food etores rose 2 per cent between July and August.

Sales by food stores were flat

There were widespread declines in retailers' share prices, suggesting investors helieve the high rates of growth are unsustainable.

Major's morals, Page 13

The British are becoming evid pasta eaters, making the

NEDO United Nations Industrial Development Organi

TANZANIA INTERNATIONAL

INVESTORS' FORUM

5-8 November 1996, Dar es Salaam

Sheraton Hotel

Supportive environment to private sector

Wealth of natural resources (agriculture,

Specific proposals for industrial cooperation in

the manufacturing, tourism and mining sectors

Access to COMESA and SADC markets*

Educated labour at economic rates

minerals, tourist attractions)

Ostrich farm funds take flight

Nearly a third of the birds sold to investors 'never existed'

early a third of the 3,700 ostriches sold to investors by Ostrich Farming Corporation did not exist, and at least 400 of the others have died, according to the company's joint liquidator. Mr Adrian Stanway, of

accountants Coopers & Lybrand, also said that of nearly £22m (\$34.32m) raised by OFC from 2,700 investors, no more than £5m could be explained by the purchase and upkeep of hirds.
The collapse of OFC.

closed down in April on public interest grounds by the Department of Trade and Industry, has left the liquidstors with two linked problems - bow to care for nearly 2,500 ostriches on Belgian farms and how to maximise the return to creditors, including the owners of individual birds.

The owners paid up to £17,700 for birds whose market value is now estimated to be £400 at most. Having invested on the promise of annual returns exceeding 50 per cent, they now realise that the hope of retrieving any of their outlay will require more money.

General Sir Robert Pascoe, of the Ostrich Owners Pro-tection Group, said: "I know of a secretary who borrowed money from ber boss to invest. I know of someone who mortgaged his house."

OFC sold 3,700 ostriches to

investors, but only 1,876 adult birds and 620 chicks had been identified in the records held by Mr Eddy Nachtergaele, the Belgian farmer who reared them, Mr Stanway said. The "ostriches" OFC allo-

cated to other investors were only the numbers of microchips which had not yet been implanted into specific birds' necks for idantification purposes. The actual number of live

birds will not be known until they are counted in November, after the breeding season ends. At least 400 have died, however, after a mix-up over feed. Mr Nachtergaele has agreed to replace these and any others who have died, under an agreement reached after Mr Stanway's appointment in July. The parallel effort to trace

and recover the missing

money is being conducted by

Coopers' forensic accoun-

four men US-based Wallstreet LLC and Wallstreet Corporation (UK) - which, they claim, received "excessive payments" by acting as intermediaries in the ostrich sales; three OFC directors, Mr Jack Bennett, Mr Brian Ketchell and Mr Allan Walker; and a fourth man, Mr Kevin Jones, who allegedly received "large sums" through Wallstreet LLC.

London, the liquidators have

already won court orders

freezing the worldwide

The court orders, however, deal with only £3.5m of the estimated £17m which cannot be accounted for by payments to Mr Nachtergaele'e Belgian companies which supplied the ostriches and agreed to take care of them for investors.

ers suspicious, but is weighing potential benefit against the chance of success. As for the ostriches them-selves, Mr Stanway'e team were able to break a lexal impasse which had devel-

oped between Mr Nachter-

gaele and the Official

Coopers has identified

tents. In the High Court in Receiver, who had stopped payments to the Belgian farmer for the OFC ostrichas' livery - food, assets of two companies and accommodation and care. In return for the liquidators' paying Mr Nechtergaele

£300,000 in arrears, he agreed to withdraw legal actions for non-payment in the Belgian courts. The money will be recouped from owners, even those whose contracts with OFC included livery. Mr Stanway has given

owners three choices: · To leave their ostriches with Mr Nachtergaele, paying a livery charge of £637 per bird until the end of 1996, (including a £300 contingency charge); To remove

ostriches, at an estimated cost of £600. · To sell or abandon their birds. So far, most are retaining

other transactions it conside, bope. Some 1,700 have signalled their intention to support the Ostrich Owners Protection Group, whose intention is to form a mutual company to own the birds and keep them on Mr Nachtergaele'e farm.

CONTRACTS & TENDERS

ANNOUNCEMENT FOR PRE-QUALIFICATION FROM EREGLI IRON & STEEL WORKS, INC., TURKEY monocomment in hereby made for the pre-qualification of the TURBING-GENERATORA-COURLELOWER or MOTOR-BLOWER MOTOR-BLOWIER

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(iii) Motor - Blower

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Neet LINIDO Investors' Forum In Africa: March 1997, Double, Cathernoss

As Ron Baker

urged Barings

traders on to

Disastrous myth of Customer X

After the Barings collapse, senior managers believed they had been victims of a conspiracy between Nick Leeson and an outside speculator. In fact, there was no such speculator, and no plot. In today's extract from their book, FT reporters John Gapper and Nicholas Denton reveal how Leeson used his brief success in attracting a big client to cover up his devastating losses

He had been invited to meet for the first time one of the high rollers of global trading, Philippe Bonnefoy. Bonnefoy was an archetypal hedge fund trader. In his early thirties, smartly-dressed and quiet, he handled the investment of billions of dollars.

Bonnefoy worked with an Austrian financier called Wolfgang Flottl. They had been together at Kidder Peabody in New York. The two men left when Flottl set up a hedge fund called Ross Capital in 1987. Ross Capital's first use for the \$500m entrusted to lt by wealthy private investors was to invest in US takeovers and bond arbitrage.

Bonnefoy, who ran an offshoot of Ross Capital called European Bank and Trust from Nassau in the Bahamas, had come to Singa-pore to find brokers to take orders on Simer. He was considering betting on a rise in the Nikkel 225 index, the main Japanese share index. Futures and options contracts based on the index were traded on Simex.

On the afternoon of February 3, Bonnefoy sat in his suite at the Raffles, and received half-hour visits from brokers. One was Leeson. Bonnefoy was not particularly struck by him. "If I need something, I'll be in touch," Bonnefoy said. On February 16, he put his first trade through Leeson. He bought a few call options, giving him the right to buy futures at a profit if the Japanese market rose.

Bonnefoy was testing several brokers. It was easy enough for Leeson to get him the best price, since he had Account 88888 to take losses. Shortly after that, Leeson went sway on holiday. Before he went, Leeson rang a Barings options trader called Adrian Brindle in Osaka, to ask him to help if Bonnefoy wanted

options while he was away.
Option trading was an arcane science in which Leeson was officially barred from dabbling. The price of options - which give their holder the right but not an obligation to buy an asset at a set price some time in the future msthematical models. Leeson was allowed to buy and eell futures for Barings, but was only supposed to broke options for the bank's customers.

in fact, Lesson had sold options for Account 88888, and thus for Barings Itself, since September 1992. He had done it to raise millions of pounds to cover the hole in the balance sheet dug by mis-takes and the subsidies he was giving to customers. The seller of an option receives cash, in return for teking the risk of losing money if the market moves in favour of the option holder.

For about 18 months, Leeson had been selling pairs of options called "straddles". These brought him a lot of premium - the cash handed over initially by the they involved more than one option. However, they were dou-bly risky because a holder of a straddle gained if the market moved up or down. If the Nikkel did not remain steady, Leeson would lose money.

Lesson told Brindle that he had a highly confidential customer called Philippe. Brindle did not catch the second name clearly. It sounded French. The call never came, but Brindle tucked the information away in his head. In mid-March. Bonnefoy started making large orders for Nikkei 225 index call options, based on a market level of 20,000.

Lesson's own selling of straddles was accelerating as the losses in the five eights account escalated. By the spring of 1994, he was ringing the Tokyo office, offering to sell straddles to whoever wanted them. He was desperate to sell, and did not care much about price. He always offered Barings' customers options one or two points cheaper than the price implied by market volatility.

Lesson was still offering very good prices for rolls - combinations of futures bought by traders who had to roll over their positions each quarter. The largest

n the New Year of 1994, Leeson paid a visit to the Raffles Hotel in Singapore. buyer through Barings in the run-up to the expiry of March 1994 futures hour became Ross Capital. It bought 500 rolls through the Tokyo sales desk, following up with larger orders. In the end, it bought 5,000 rolls for March 1994.

This was about half of the 10.000 rolls that Leeson sold for March. Leeson was still offering the rolls at about Y10,000 (£65) cheaper than the standard market price each, although customers including Ross had no means of knowing bow he did it. In effect, Leeson handed Ross Capital and others a total of about £650,000 of Barings' money from the five eights account, without any of them realising.

As this bappened, a shift was occurring in how derivatives operations at Barings were managed. Leeson had been sent to Singapore in July 1992 mainly to execute trades at Simex on behalf of Barings' customers. This meant he traded for the futures and options sales desk in Tokyo, run by a 39-year-old American called Mike Killian, Since Leeson ran the Baring Futures back office, he also reported to Simon Jones, the regional operations manager in Singapore.

But to encourage London to send him the cash to meet his losses, Leeson had been creating fictitious profits through his own form of trading, where he claimed to be exploiting minute price differences between the prices quoted for the same contract on the Osaka and Simex exchanges. The manufactured profits had drawn the attention derivatives trading.

Baker had been briefed by Fernando Gueler, the bank's chief derivatives trader in Tokyo, on the remarkable contribution being made to the trading profits by Leeson. Mary Walz, a 33-yearold manager whom be had recruited from the US bank Bankers Trust to take charge of equity derivatives, was asked to investigate. She was taken sback by what she discovered.

Walz found that Leeson had in effect been making 60 per cent of the profits declared by Brindle in Osaka because be supplied futures and options at such good prices. Walz, who was having trouble asserting her anthority in London, was irritated at not having been told this before. "I don't really know what game is being played here, and I don't really care," she wrote to Baker in a

memorandum on March 30. Baker was worried by the idea that he was not in charge of the man who appeared to be making a large part of the profits of his division. "My most profitable trader doesn't work for me," he complained to Peter Norris, chief executive of investment banking. With Norris's approval, Baker took a first step towards getting his hands on Leeson by giving him a trading limit in Japanese Government Bonds (JGBs).

Since this would give him even greater access to cash from London, Leeson had every motivation to make switching in JGBs appear to be profitable. He did not hold back. On the first day of his JGB switching, Leeson crossed \$1m of profits into the Japanese options trading book. One of Barings' derivatives traders in Tokyo was so excited that he danced a little jig on the Tokyo trading floor. It seemed there was no limit to Leeson's

talent for making money.

The reality was appallingly at odds with the illusion. In May, the five eights account lost Y7.4bn (£47m), the largest amount in its 23-month existence. In a single month, Leeson lost the equivalent of the entire first quarter operating profits of Barings. He also started to lose his best customer, In May, Bonnefoy started to sell the options he had bought as funds were withdrawn from Ross Capital, Bonnefoy made his last trade with Leeson

on June 27. In mid-May, Baker flew to Singapore to find out more about how Leeson operated there. Baker was impressed by the obvious respect in which Leeson was held at the Simex exchange. That night, over dinner, Leeson explained his switching. It sounded as if he had cornered Simex in a remarkable way. Customers preferred to deal Simex because margin calls and charges were lower. But Osaka was a bigger and more linuid market, where you could often get a better price for a big

Baring Futures would fill the had taken charge of Barings' account, and then match its short swaggered on to the trading

"Information arbitrage is our business. If you don't know what an information curve is, then find out! Position yourself in an information

with an equal and opposite long in Osaka. The customer gained the lower costs of Simer, while Barings gained from the better price on Osaka. It would pass on the customer, for which it was now being rewarded with a special commission. It could keep

the rest itself.
This explanation was largely nonsense. Yet Baker was convinced. This was partly because Lesson was an exceptionally flu-ent liar. He had spent nearly two years fooling people, and his patter had improved with practice. Another thing in his favour was that Baker had little experience managing derivatives traded on exchanges. Leeson had found a good environment in which to

Baring Futures was now the

floor, threatening to cut out any local traders who displeased him. If anybody incurred his wrath, Leeson would buy a cream puff downstairs, and slap it into the

turning round, bending over, and baring their bottoms.

Lesson was arrested, charged and fined 200 Singapore dollars. Baker, he felt he had to tell the executive committee of Barings,

slightly embarrassing, but one of our traders got drunk the other night, and pulled a moon," said Norris. There was a startled

"What did you say?" Peter Baring finally inquired.

Others in the room started laughing. Then Norris admitted that it was serious, because Leeson had been charged and fined. "Well, maybe we should sack John Bolsover, chief executive of

Baring Asset Management. Norris said that sacking him would be awkward, because he contributed a lot to profits in Singapore. Bolsover was not satisfied. "Whoever he is, he is an ambassador for Barings, and if he did that in Singapore, how bright can he be?" he said: The discussion petered out with no decision being taken on the errant trader. Leeson had survived scrutiny at the hands of Peter Baring.

By the autumn, Leeson was again facing problems in five eights. The Japanese market was once again veering downwards after a rally in June, when it reached 21,500. Leeson had sold Y8.1bn (£52m) of straddles at the peak of the market, which were losing money rapidly as the

index fell below 20,000. His straddles now stretched for a year into the future. For him to keep the option premium, the Nikkei had to be incredibly sta-ble. What was known as Nikkei volatility - the width of the band within which the Nikkei traded had to remain below 10 per cent for a whole year. Any analyst of modern Japan would have known that was absurd. Japan had the developed world's most volatile

stock market. The Nikkei options market was starting to buzz with rumours about what Baring Futures was

possible to tell whether a broker had hardly sobered up by the like Barings was dealing for a next morning, and the centre-customer or itself, but in this piece of the New York offsite: a case it seemed plain that it had to be a customer. Barings would

never take such a risk. This view suited Leeson, who kept encouraging rumours about his mysteri-

Tokyo traders had by now dubbed Leeson's mystery buyer Customer X. Anybody with an option pricing model, or a bit of tomer X must fail. Apart from anything else, Customer X was attempting to corner volatility in the wrong direction. It was just not possible for volatility to fall to zero, with the index closing

day after day at the same level. Yet however compelling the logic, investment banks could not find many takers for this view as November wore on. JP Morgan failed to entice any big customers with a research note arguing that they should buy options that constituted a bet on high volatility. As Leeson sold more and more straddles, Nikkel volatility fell below 10 per cent and kept falling. Leeson's accidental squeeze

was starting to hurt. Other traders were now desperate to discover who Customer X was. Gueler was takan out to to find out. "I could tell you, but I would have to kill you after-wards," Gueler joked. Giles Scott, one of Baring's derivatives sales men in Hong Kong, was not put off easily. Scott, who affected a mid-Atlantic drawl although British-born, reasoned that Customer X might also want to buy derivatives based on the Hang Seng

index in Hong Kong. Scott rang Leeson to sound him out. "Is that Big Balls Nick?" Scott inquired, "Some of my clients have been commenting on the size of your gonads."

Danny Argyropoulous

First Continental Trading, was Lesson's

immensely energetic, he wore his long

hair in a pony tall, with rings in both ears. He was born in Cyprus and

he and Lesson were almost the only British traders there. Their friendship

caused jealousy among other brokers as

Leeson came to dominate the exchange.

The two men's trading links were later

questioned by Singapore inspectors, but

he was cleared by the authorities.

moved to London, where he worked on the

Exchange (Liffe). When he came to Simex.

London International Financial Futures

Danny Argyropoulous, a 24-year-old trader for the Chicago broking firm

closest friend on Simex. Teetotal.

Leeson laughed amiably. Listen, you've got to tell me

who this customer is," Scott said. "I'm not supposed to say," Leeson replied. He talked obliquely of Philippe. He only met Mr X in hotels, and when he rang his office, the call would be passed through several exchanges

"You've got to get him to give me a call. It's a must," Scott

"I'll try, but don't hold your breath." Lesson said. Lesson's attempts to cover up the despening hole in Account 88888 drove him on to manufacture ever greater profits through his switching, and in subsidies to other Barings traders. By November, equity derivatives trading had made an apparent profit of £40m. In fact, most of this "profit" had in effect been trans.

ferred by Leeson straight out of Yet the financial products yet the unancial products group - the derivatives trading division run by Baker - was becoming excited by its apparent success. There was an atmo-sphere of sheer exhibitation among the derivatives traders known as "rocket ecientists" because of their mathematics backgrounds – at the seam of profits that Leeson appeared to

Apart from the pleasure of being part of a successful group within Barings, Leeson's talents meant they stood to gain far greater annual bonuses at the year-end. Leeson himself would be rewarded handsomely. Baker was becoming his undisputed boss, since Killian'e derivatives sales operation was to be put under Baker's control from the start of 1995. In December 1994. Baker told Lesson that he would be getting a bonus of £350,000, nearly three times the £135,000 he had received in 1994.

The year closed with a week end meeting organised in New York by Baker for all the 120 staff working for his financial products group. Such "offsite" meetings had been introduced by Baker to bond his disparate group of traders, and urge them on to greater efforts, Leeson was being appointed regional manager of derivatives in Singapore, and was joining a 19 person man-agement committee.

The committee met for dinner on the Friday night. Afterwards, Leeson stayed up drinking with colleagues till 4am, while his wife Lisa elept back at the hotel. He had hardly sobered up by the day of talks and discussion on Baker's trading group.

The staff were seated in the Versailles Terrace of the Sheraton hotel on Seventh Avenue. The session started at 9am with a talk by Peter Norris on Barings' investment banking operations. Norris had reason to be well-satisfied with the year. Thanks to as though Barings would virtually match its record profits of the previous year.

By the 10.30am break, Leeson could face no more, and went to the bar. He started drinking Bloody Marys with a fellow trader. He returned to the conference briefly in the afternoon, but was back in the bar by the time of Baker'e round-up speech at 5pm. Baker had a message to deliver. They were not there just to enjoy themselves.

Baker wanted a cohesive group that worked together, exchanging information from all corners of the globe. If you listened to cus-tomers and traders in each market, and could bridge all the gaps among them, there were big profits to be made. He did not want

"Being good is not enough! Everyone must be connected to our strategy, or we will find you, and weed you out!" Baker told the bushed group in front of him. As he spoke, he reached out with his hand, imitating the action of digging out a weed. "Information arbitrage is our business," he went on in Messianic tones. "If you don't know what an informa-tion curve is, then find out! Position yourself in an information curve! Dominate the curve!"

Leeson carried on drinking. At the moment Baker was describing a future for Barings based in part on the apparent triumphs in Singapore, Leeson was no longer able to sit and talk coherently about how he had achieved his success. He did not cober up enough to attend the final dinner, held on a balcony above the main concourse at Grand Central

Juniero VI

Station in midtown Manhattan. At the dinner, Baker was in his element, although he was unhappy that Leeson was not there. Leeson seemed to have exploited a gap in the market best of all the traders. But Baker had not grasped the truth. The information curve Leeson dominated was not in the financial markets, it was inside Barings. For two years, Leeson had existed between Tokyo and Singapore, between front and back office, between traders and salesman. Now he had brought them all to the point of collapse.

TOMORROW: Failing to realise the truth

All That Glitters is published in the UK by Hamish and the Hamilton, £20. It can be ordered from FT Bookshop: Freecall 0500 418 419 or + 44 181 824 5511 from outsid the UK (free pap in UK)





curve! Dominate the curve!"

me of the price improvement to

dominant broker on Simex, and eson was king of the exchange.

fatter, and the other traders used to call him Fat Boy. He had

cake from the Delifrance cafe

power, using Barings' money. His profits might be largely fabri-

cated, but they looked extremely

Leeson had taken to guzzling

lots of chocolates on the trading floor during the day, presents

from local traders anxious to

gain favour. He was now much

good to the outside world.

miscreant's face. Outside the exchange, Leeson mostly lived quietly - though he had a coarser streak, which was to get him into troubls. One night he went for a drink with a sales representative called Aloysious Chhze, employed by Reu-ters. They were getting drunk in a bar, when they saw some women looking through the door, and decided to shock them by

When Norris heard of it through chaired by Peter Baring. It was

KEY FIGURES IN NICK LEESON'S WORLD



Peter Baring

Peter Baring, the 59-year-old chairman joined Barings in 1959. A member of the founding family, he was aloof, quietly-spoken and deliberate: his stony features lit up only occasionally with a smile. He travelled to work by Underground from his home in Notting Hill, west London. He was almost teetotal, and very fit. His biggest extravagance was skiing on powder snow. His air of remoteness stemmed more from shyness than arrogance. Sometimes he even gave the impression of being a little embarrassed to be chairman. Many in the City regarded Andrew Tuckey, his deputy, as the force

Ron Baker

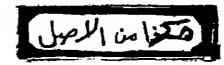
Ron Baker was Barings' 42-year-old head of derivatives trading. An Australian from Melbourne, he was intense and hard-working, but he also knew how to have a good time. He was fond of listening to the blues. Baker was constantly on an aircraft, regularly gathering his traders at ekend meetings in New York or Hong Kong, and urging them on to greater efforts. Baker had a first class economics degree, and a graduate diploma in accounting. He had worked in the eurobond market first for Bank of America, and then Bankers Trust. He left to set up a bond and derivatives trading operation at Barings



Peter Norris

Peter Norris was the 39-year-old chief executive of investment banking at Barings. The son of an Army major, he had attended Charterhouse, the public school in Surrey and joined Barings from Magdalen College, Oxford in 1978. Intelligent and self-assured, he was impatient with some of the older managers who reported to him. Norris was good-looking, with wolfish features. Athletic, he played rugby, tennis and Pives, a game played at British public schools. It was similar to squash, but instead of using racquets, players hit the bell with their gloved hands. Norris was so good that he went on to play for Oxford against Cambridge.





Cinema

errichen

Toys for the boys

STRIPTEASE Andrew Bergman

ESCAPE FROM LA John Carpenter

THE GREAT WHITE HYPE Reginald Hudlin

ANTONIA'S LINE Marleen Gorris

THE INCREDIBLY TRUE ADVENTURES OF TWO GIRLS IN LOVE Maria Maggenti

GUANTANAMERA Tomas Gutierrez Alea and Juan Carlos Tabio

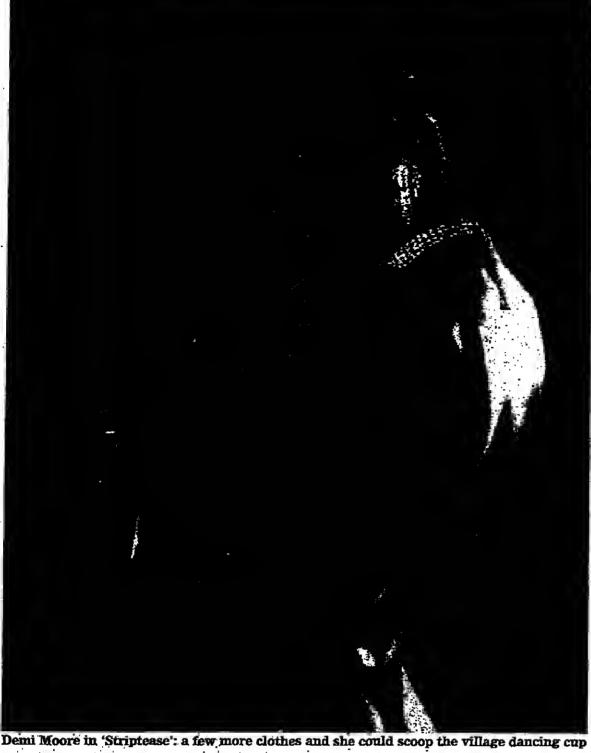
he welcome nip of early autumn means the end of psckaged family fare, cinemstically speaking. Alas, it heralds the season of toys for the boys. Last week the cerebro-masturbatory pseudery of Godard; and now the more basic wares of Striptease. The advance hype has been formidable; and yes, Demi Moore is as unlikely as an ex-FBI secretary-turned-stripper as Liza Minelli was as Home Counties Sally Bowles, Both actresses are much too professional at their fictional show-

Not that Moore of the well-muscled thighs is exactly erotic in her routines. Athletic, gymnastic, interpretative (a few more clothes and she could scoop the cup for creative dancing at any village hall festival); but tinglingly sexy, no.

While this fills out her role as devoted mother struggling to win custody of her tot (played by Moore's real-life daughter Rumer Willis with wonderful naturalness) from fruitcake criminal ex-busband, it makes nonsense of tha obsessive spell she casts on a congressman prone to satyriasis, and the murderous mayhem that ensues. The film is funnier than expected but not so funny as it seems to think itself. Armand Assante is miscast as a good cop; Burt Reynolds as the priapic politico has enough comic accomplishment to make one regret the comedy's

More toys for the boys in Escape from LA: a range of James Bond-type gadgets for the apocalypse. It is 15 years since Kurt Russell's anti-social Snake Plissken did the state some service in Escape from New York. Here he is again with an impossible mission: to penetrate the penal island that a post-earthquake Los Angeles has become to get back the black box that means mastery of the world from the president's renegade daughter, killing her if necessary.

Production designer Lawrence B. Paull, of Blade Runner fame, creates a marvellously murky post-catastrophic LA. Tha freaks that flourish there include Peter Fonda's zonkedont surfer, a black transexual criminal (Pam Grier), a gibbering showhiz entrepreneur (Steve Buscemi) and the Latino rebel who threatens the USA (George Corraface). Vio-lence is unconvincing, some special effects look contrived (a tidal wave surging along Wilshire Boulevard, for instance), but the film's most intriguing element is its political stance. The appalling president rules a religiously orthodox US where sex



closing sequence shows our hero puffing contentedly on the last cigarillo on the continent, a comment on political correctness I thoroughly endorse. But one's never sure if the cavaller attitude to the Third World and the assumption of nefarious motives in expendable lesser races are intended seriously:

The Great White Hape's jokey reference to a more famous play and film about a black boxer reverses the thna amateur pugilist, dragged out of obscurity in grunge rock and launched as an Irish fighter (Tm not Irish," he keeps protesting) to provide a sitting target for the cossetted and under-employed champion. It all sounds terribly plausible. The sceenplay by Tony Hendra and Ron Shelton goes further than mere sporting setire: this is a game of power, bluff, gullibility and exploita-tion. Reginald Hudlin's direction is pacey and stylish. The casting of Samuel L. Jackson (Pulp Fiction, A Time to Kill) as the unprincipled promoter, turbanned, coiffed and bejeweiled, and Jeff Goldblum as a crusading TV journalist who sells out suggests a savage satire was intended; but it seems to have fizzled out. A shame; but Hudlin is a name to watch.

The week's releases include some feminist ballast to balance all this boylsb hiffing. Antonia's Line won an Academy Award as best foreignlanguage film in 1995, making Marleen Gorris the first woman director to receive an Oscar. At its best the gentle saga of village life covering

smoking have been outlawed. The tenderness and warmth. The village Comfort Form: a woman who bays at the moon, a curate who renounces religion-to live with an earth-mother and have a dozen children, two village idiots who happily marry and reproduce, and so on. Its main fault is that it falls victim to the Archers' syndrome. This is a magnificently matriarchal society, but in this world of bucolic feasting, healthy toil and cheerful mollocking, there cliché. Here we have a white boy are no Pop Larkins. For the most dren or provide villains - in one case a whole family: incestuous child-rapist who joins the army, bullying father fatally kicked by a cow he mistreated, murdering brother ...

roy makes a loving, dignified Antonia. Subsequent generations include an artist daughter who finds lesbian fulfilment, an academically brilliant grand-daughter, and a great-granddaughter who inherits the family gift of quirky second sight. The aca-demic has problems with relationships - but then she was raped as a child. Otherwise one wishes the sweetness could be diluted with a little hitchy astringency. Ilona Sekacz' score sometimes appropriately resembles a rustic Mahlerian jog-trof far behind.

The director Maria Maggenti has been signed up to write for Steven Spielberg, An imaginative stroke, given that The Incredibly True Adventure of Two Girls in Love is

outside marriage, red meat and the past half-century is suffused in about teenage high-school romance - lesbian style. In fact it's an engagcontains more oddballs than Cold ing piece about a bobemian tomboy and a rich babe from a conventional background (by a nice reversal of stereotypes, the mansion-dwelling kid is black). A serious look at emotional exploration in the face of peers' hostility turns into a romp when the girls flee to a motel whither resort both families, schoolfriends, and ex-lovers and their jealous spouses in a finale that needs a Feydeau to choreograph it. Lovely performances from Laurel Holloman (tomboy) and Nicole Parker (prin-

The idea of breaking up a long funeral journey for economic reasons by making each district passed through responsible for its own relay of the cortege, sounds oddly similar to much in Conservative Britain: the BBC, the postal services, the railways. Yet in Guantanamera this is postulated as a typical bureaucratic idiocy in socialist Cuba. A co-director of this gently farcical comedy, allegedly based on fact, is Tomas Gutierrez Alea, director of the 1968 Memories of Underdevelopment that put Cuban cinema on the international map. This is small beer in comparison, though like the earlier work it contains some mocking criticism of communist hureaucracy. The plot follows a group of mourners taking a corpse to its home town for burial constantly encountering a with a hint of the dance of death not lorry driver who has loved the woman mourner since she taught him at college. The mood is Caribbean Ealing: episodic, rollicking, incongruous.

Leeds Piano Competition/David Murray

The keyboard gladiators

he 12th Leeds Inter-Competition, now sponsored by Bunkamura, has reached its semi-finals. By this stage only 12 competitors remain, out of the original 86. Each delivers a 75-minute recital; then, on Friday and Saturday, the six lucky finalists get to play concerti with Simon Rattle and the CBSO. transmitted live on Radio 8

and BBC2. Only one planist from any English-speaking country, a young Irishman, has reached the semi-finals. His teacher is a member of the jury but so always are the teachers of many competitors, including some who fall at the first hurdle; with an international jury of more than a dozen distinguished piano specialists, that is inevitable. Three other semifinalists are in the same position. Last time round, three years ago, the unex-pected winner had 2000 teachers on the jury.

The current semi-finalists have been making sterling impressions. The voungest of them, 17-year-old Sa Chen, not only Chinese but wholly China-educated, displayed

exuberant panache, imaginanational Pianoforte tion and a terrific left hand ishvili (Georgian, 30, mature in Liszt's Rapsodie espagnole, and both sensuous dellcacy and strength in Ravel's Gaspard de la muit (if too little real pp, let alone pppp). Though her Chopin, the B minor sonata, glinted with fresh ideas too, its reflective slow movement reminded us that we were hearing a hugely talented teenager. Carlo Guaitoli (Italian, 26)

was deft and fleet in Dutilleux's sonata and Schumann's G minor one. Rather too tight-strung, without stretch or spring, that suited Prokofiev's A minor sonata very well, but not Gualtoli's chosen Dehussy preludes, marred by little ff explosions that broke the textures and the spell Theodora Satolia (Greek, 21) sounded pedes-trian in Bach and ponderous in Granados. She screwed her eyes up at every poi-gnant juncture - a tic she might usefully lose; but then she erupted in a powerful, grandly modelled Liszt B minor sonata, and a sumptuous La Volse in Ravel's own harely playable transcrip-

To that same Liszt sonata and also to Beethoven's through?

infectiously jolly) brough full-blooded feeling, wit and robust technique. She tended to become hectic toward the ends of things. Armen Babakhanian (Armenian, 28) was more coolly calculating with everything he played. almost stagey. But his calculations were precise: his Beethoven "Appassionata" went off with a resounding impact, and his Tippett 2nd Sonata was gleefully eager

and sharp. Though Dmitri Teterin (Russian, 24) is reported to have played Chopin's two books of *Etudes* splendidly in the second round, he cannot have done himself justice in these semi-finals. Idiomatic feeling in a Shostakovich prelude-and-fugue, but labo-riously slowed for difficult bits; a dull Gluck transcription, hardly worth playing; Beethoven's 32 Variations, with limply irresolute endings for almost every one, and a patchy Liszt Venezia e Napoli with toneless planissimi. And yet he does seem to be a planist of parts: perhaps the two Russian jurors will help to eee him

Theatre/Alastair Macaulay

satire to kill for

opcorn, Ben Elton's new play, is so now and so on-target, so delicious a blend of thriller and satire, that one can only wonder why it is not having a London opening. At any rate, congratulations are due to the Nottingham Playhouse, where Popcorn is having its first-rate premiere production, and the West Yorkshire Playbouse, to which it will transfer next month.

Primarily, Popcorn is satire, virtuoso satire on the way our culture encourages individuals to deny responsibility for their own actions. The scene is LA; and the central figure is Bruce Delamitri, an American film director way beyond Tarantino in his talent for making killing seem witty, sexy, and glamorous. Newt Gingrich and the American right are blaming him for his influence on real-life killers. And then we see two real-life kill-ers, who kill and steal for fun, and who are, indeed, steeped in Delamitri's films.

In fact, when first we see them, we presume they are film characters he has created. But no. Not only are Wayne and his girlfriend Scout for real, they kill and he has done with plays by to November 9.

burgle their way into Delamitri's house while he is out winning an Oscar. They come downstairs from baving made love in his bed to find him making love downstairs with Brooke, a nude model whom he has picked up. Wayne and Scout could not be happier. Delamitri is their hero! They've seen Brooke's double-page spread! And they're holding them both at gunpoint!

ayne's brain-

wave, however, is to claim innocence. He and Scout are victims, victims of the culture they live in and they want Delamitri, as a prime shaper of that culture, to take responsibility for their actions, and to admit that responsibility on TV. If not, they'll blow out either his brains or those of his nearest and dearest ... The next twists in the action are enthralling. Popcorn well enough to resemble a Tarantino movie, even while it satirises Tarantino's is so needed.

Director Lawrence Boswell helps *Popcorn* unfold as sur-prisingly and as fluently as

America.

Lope de Vega and Euripides Above all, there are two outstanding and well-matched performances by Vincenzo Nicoli as Delamitri and Patrick O'Kane as Wayne. Nicoli, easily carrying much of the play in its hardest role, is an outstanding actor. Projecting physical and mental force, be is both menacing and vulnerable, likeable and disturbing, and he catches Delamitri's mixture of victimhood and absurdity to perfection. Patrick O'Kane makes Wayne a rivetingly ludicrous figure, a shrewd nerd, so blithely relaxed amid the maybem he creates as to be sery. His violence is so spontaneous that it takes us by surprise, every time. Dena Davis is his perfect foil as the part-dumb, part-alert

Scout. Popcorn's satire is not its only virtuoso element. It is very well constructed; Elton bas been learning about playwriting fast. No, this classic. It is, however, marvellously welcome because it

Nottingham Playbouse until October 12; then Leeds. West Yorkshire Playbouse,





■ AMSTERDAM

EXHIBITION Stedelijk Museum Tel: 31-20-5732911 Betty Woodman. Vazen en tekeningen: exhibition of vases and drawings by the American ceramist Betty Woodman; from Sep 21 to Nov 10

BERLIN

CONCERT

Philharmonie & Kammermusiksaai Tel: 49-30-2614383 Rundfunk-Sinfonieorchester Berlin: with conductor David Shallon and soprano Christine Schäfer perform works by Dukas, Reimann, Stravinsky and

Debussy: 8pm; Sep 22
Südwestfunk-Sinfonieorchester, with conductor Jin Belohlavek and violinist Christian Tetzlaff perform works by Schoenberg and Brahms; 8pm;

EXHIBITION

von Tschudi und der Kampf um die Moderne: exhibition on tha occasion of tha 100th anniversary of the appointment of Hugo von Technical as director of the Alte Nationalgalerie. Main theme of the exhibition is his leading role in the introduction of "modern" French Impressionist art in Germany. The display includes works of French art that were acquired in those

and other German museums and collectors; from Sep 20 to Jan 6 ■ COLOGNE CONCERT Kölner Philharmonie Tel: 49-221-2040820 Ensemble Modern: with conductors Peter Ectvos and Jobst Liebrecht and namator

Heinz Klaus Metzger perform

Beethoven; 8pm; Sep 22

works by Tsangaris, Varese and

days by the Alte Nationalgalerie

EXHIBITION Museum Ludwig Tel: 49-221-2212379 Lewis Hine - Die Karnera als Zeuge: exhibition of photographs by the American sociologist Lewis. Wickes Hine (1874-1940). Among the works are his photographs of American immigrants on Elfis Island, child-labour, and the construction of the Empire State

■ COPENHAGEN EXHIBITION Charlottenborg Exhibition Hall

building; to Nov 24

Alte Nationalgalerie Tel: 49-30-2035550 Tel: 45-33 13 40 22 125 years of Danish Sculpture - The Royal Museum of Fine Arts visits Charlottenburg: on tha Manet bis Van Gogh. Hugo

occasion of the 125th anniversary of Den Danske Bank, a series of exhibitions is presented at 18 art museums and galleries all over Denmark under the title "Danish Sculpture in 125 Years". Each axhibition provides a survey of what has happened in the field of Danish sculpture since the era of tha classicist sculptor Bertel Thorvaldsen. The exhibition at the Charlottenburg Exhibition Hall features nearly 200 sculptures, selected from the collection of the Royal Museum of Fine Arts; from Sep 21 to Oct 27

■ INDIANAPOLIS EXHIBITION

Indianapolis Museum of Art Tal: 1-317-923-1331 Tha American Discovery of Ancient Egypt: exhibition of more than 200 Egyptian artefacts discovered by American scholars between 1899 and 1970. Works range from the pre-dynastic period (about 4000BC) to the end of the Roman period (AD395) and include jewetlery, ceramics, free-standing sculpture and reliefs, to Sep 29

■ LONDON

CONCERT Barbican Hall Tel: 44-171-6384141 The Kingdom: by Elgar. Performed by the Bournemouth Symphony Orchestra with conductor Richard Hickox,

soprano Susan Chilcott, contralto Linda Finnie, tenor Adrian Thompson, baritone Peter Coleman-Wright and the Bournemouth Symphony Chorus; 4pm; Sep 22 . Wigmore Hall Tel: 44-171-9352141

 Marc-André Hamelin: the pianist performs works by Mozart, Janácek and Prokofiev; 11.30am;

EXHIBITION

Tate Gallery Tel: 44-171-8878000

■ Tacita Dean "Foley Artist": Tacita Dean often works within the framework of cinema. In "Foley Artist", she principally uses sound, rather than pictures or dialogue, to convey a story, and to evoka its mood and setting. Foley artists are the littlecelebrated film professionals who invent sounds to accompany visual footage, using a wide range of props. Dean has worked with foley artists to create a multi-track narrative based on sound effects. individual elements are relayed to

■ LOS ANGELES EXHIBITION

speakers placed around the Art

Now room; to Nov 10

Los Angeles County Museum of Art Tel: 1-213-857-6000 Designing Modernity: The Arts of Reform and Persuasion, 1885-1945: this multi-media exhibition seeks to explore western society's response and reaction to modernisation, the dominant force following the industrial revolution and proceeding through the aftermath

of the second world war. The display features nearly 285 objects including European and American paintings, sculpture, prints, furniture, metal work, ceramics, glass, books, toys and ephemera. Artists represented includa William Morris, Frank Lloyd Wright, Peter Behrens, Hector Guimard, Mies van der Rohe, Marcel Breuer, Isamu Noguchi and Walter Dorwin Teague; to Sep 22

MADRID

EXHIBITION Palacio de Velázquez Tal: 34-1-573-62-45

· Cindy Sherman: exhibition of a selection of soma 70 photoworks featuring examples of tha "Untitled Film Stills" of 1977-80 which brought Sherman International recognition. Also on show are works from her most extreme photo-series "Disgust Pictures" (1986-1989), "Sex pictures" (1992) and "Horror Pictures" (1995), the most recent of which have not been exhibited previously; to Sep 22

■ NEW YORK

EXHIBITION The Metropolitan Museum of Art Tel: 1-212-879-5500 American Printmaking 1860-1900: Winslow Homer and His Contemporaries: an exhibition to complement the Homer painting retrospective by providing a context for the artist's printmaking efforts. Drawn from tha museum's collection, Homer printmaking from his early and

late career is shown along with works by printmakers active during Homer's career, to Sep 22 The Pierpont Morgan Library Tel: 1-212-685-0008 17th Century Dutch Drawings

In The Plerpont Morgan Library this complementary exhibition to "A Fine Line: Rembrandt as Etcher includes about 70 works by masters of the Golden Age of Dutch Art; to Jan 5

VIENNA EXHIBITION

Kunsthistorisches Museum Tel: 43-1-52524 Meisterwerke aus der Prager

Burggalerie: exhibition featuring a selection of paintings from the collection of the Fortress of Prague, which holds mainly works from the Renaissance and Baroque periods. The display Includes 29 works by artists such as Palma Vecchio, Tintoretto, Bassano, Veronese, Pordenone. Stevens, Hans von Aachen. Rubens, Fetti, Peter Brandi and Jan Kupecky; to Sep 22

ZURICH

DANCE Opernhaus Zürich Tel: 41-1-268 6666

 Goldberg-Variationen: a choreography by Heinz Spoerli to music by J.S. Bach, performed by the Zürcher Ballett; 2pm; Sep 22 Listing compiled and supplied by ArtBase The International Arts Database, Amsterdam, The Netherlands, Copyright 1996, All rights reserved. Tel: 31 20 664 6441. E-mail: artbase@pi.net

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European Money Wheel Nonstop Iva coverage until 15.00 of European business and tha financial markets

17.30 Financial Times Business Tonight

CNBC:

08.30 Squawk Box

10.00 European Money Wheel

18.00 Financial Times Business Tonight



portrayed as one-off blood-

lettings, essential to pre-serve the jobs of the work-

Yet under the surface,

tionship between company

and workforce is best illus-

trated not by the occasional

moment of cries when only

brutal action can ensure

survival, but by the thou-

sands of humdrum decisions

For example, on pensions.

Nothing could be duller, less

dramatic, than a British

company's pension policy.

Yet nothing better symbol-

lees the nature of the

long-term relationship

between a company and its

UK and other Anglo-Saxon countries of funded com-

pany peneion schemes is

testimooy to a particular

view of that relotionship.

Not only did companies. hig and small, agree to contrib-

ute to their employees' pen-

sions; they also took the responsibility of organising

the scheme and in effect

guarantecing the uitimate

income, usually as a per-

The essence of such

"defined-benefit", final-

salary schemes hos been

that they shifted the risks of

such long-term savings on to the shoulders of the

Those risks are substan-

tial: that contribution levels

might not create a big enough pot of money at the

end of a career; that the

value of these assets might

fluctuate during the years of

retirement; that inflation

might erode the value of the stream of payments. An

centage of final salary.

company.

The very existence in the

employees.

made in calmer times.

ers who remain.

Peter Martin

The end of a golden era

A growing reluctance among companies to run pension schemes for their employees symbolises the gradual weakening in their long-term relationship

A profound change is taking tract independently to cover euch risks with insurance place in the relationship between companies and the companies or other people who work for them. long-term savings institu-Corporate rhetoric obscures the change. Bosses tions must pay a substantial still parrot phrases such as "people are our most impor-Yet companies have been tant asset". The widespread sackings of the recession are

willing to take on the role of paymaster of last resort for their pension schemes, receiving no fee for the task. Acting as a pension fund's Deep Pocket has benefits for

the company and its shareeverything is in flux. The transformation of the relaholders that go well beyond the tax advantages involved. in particular, it has allowed UK pension funds to make a huge bet on equities. Shares offer consistently

higher long-term returns than assets such as bonds or cash, at the price of poten-tially greater volatility. An individual saving for the long term would have to bear that volatility in mind: what if retirement coincided with a period of low equity

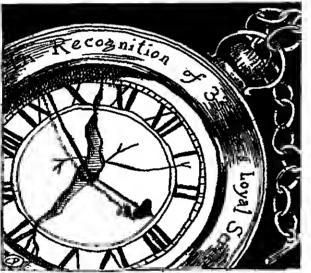
In a defined-benefit pension fund, this risk is borne by the sponsoring company. Because it promises to top up the fund if needed, the scheme's managers can ignore the risks attached to equitics as a class. The bigher returns derived from equities greatly reduce the

pany of providing pensions: indeed British business as a whole has made little or no net contribution to pension funds in recent years.

Still, a company is not a co-operative or a charitable institution. The risks for shareholders inherent in this approach have been absorbed in the past by a number of characteristics of the British pension system.

Early leavers - whether voluntary or involuntary traditionally received poor treatment compared to those who stayed to retirement. Argushly, it is they who have borne the true burden of the pension guarantee. Pensioners retiring at times of sharply rising prices also risked a fall in the real value of their incomes, since companies often increased pensions by less than the rate of infla-

tion Both these injustices have been corrected by amendments to pension law and a falling rate of inflation. But this has removed the safety valve which made companies bappy to guarantee defined-henefit pensions. The introduction of an obligatory "Minimum Funding Requirement" as an



vency of pension schemes has raised the stakes further: it is likely to raise the long-run cost of pensions by pushing many funds away from equities and towards bonds.

The corporate reection has been instructiva, Companies are increasingly unhappy to assume the risks they once freely chose to accept; some are washing their hands of the pensions business altogether

A growing number has replaced defined-henefit plans with "defined-contribution" echemee: employees receive a pension that reflects the return on the contributions made on their behalf, with no link to final salary. Others have gone further, merely offering to contribute to employees' personal pen-

These relatively arcane changes have revealed the inherent tension between the company as a vehicle for its shareholders, and the company as a social entity. Recession bas in any case weakened the social role of the company: if it cannot offer employment stability. it becomes progressively a more fragile community. Yet the pensions issue goes to the heart of the company's identity in a way that even job instability does

is the company merely a bundle of assets with an income stream, a net present value and a market price? Or is it a social organism, part of a historical continuum stretching back to its founders and forwards to those future employees who will carry on its name and

A caricature of national business cultures would have continental European countries lined up with the second view; Anglo-Saxon ones with the first. In practice for most of the modern era, all but the most ruthless English-speaking asset-

individual seeking to con- long-term cost to the com- annual check on the sol- strippers have believed nearly as strongly in the continuum theory as their continsutal cousins. It answers, after all, the deep human need to create immortality, to leave some-thing behind to mark one's

> The creation of funded pensions illustrates that ballef. It is not just the money. There are also the rituals that accompany it the pensioners' lunches, the cheery newsletters, the encouragement of a sense of shared community between those who started work today and those who retired

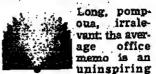
a generation ago.

This era is drawing to a close. Smaller companies. most sensitive to pension costs, are voting with their feet. A survey carried out for an actuaries group and published this week* found thet among smaller compa-nies with defined-benefit schemes, 16 per cent bave closed them to new entrants. Two-thirds of new defined-contribution schemes have been set up to replace earlier definedbenefit arrangements. And, the survey found, definedcontribution schemes are noticeebly less generous, in terms of company contri butions, than the typical defined-benefit scheme.

Even if the final-salary pension is on its way out the millions of people cur-rently covered by such arrangements will benefit from them well into the 21st century. But the shift away from this type of pension scheme indicates a change in the zeitgeist. Like the trend towards unbundling the corporation, the pension issue illustrates how British companies are becoming more like their Anglo-Saxon

*The changing face of UK occupational pensions in smaller companies. Associa tion of Consulting Actuaries. No I Wardrobe Place, LonROOK REVIEW THEY Kellaway MEMOS FROM THE CHAIRMAN: By Alan C. Greenberg Workman, \$14.95, 156pp

Despatches from the king of paper clips



document. The idea that someone should have saved up their own memos over 18 years and turned them into a book to "benefit everyone in business from Fortune 500 chief executives to entrepreneurs" is a curious one.

Yet these are not just any old memos and Alan "Ace" Greenberg, the head of Bear Stearns since 1978, is not any old chairman. His picture on the dust-jacket shows a bald man playing with a yoyo -making clear that Ace is one bell of a guy. In the preface his great friend Warren Buffett assures us that "Ace Greenberg does almost everything better than I do bridge, magic tricks, dog

training, arbitrage – all the important things in life". Management guru Tom Peters is still more breathless: "I love this book. If I didn't have a dreaded MBA I might even, at age 53, apply for a job at Bear Stearns," he says on the back cover.

Not all readers will feel like applying to the Wall Street securities house on the strength of this book, however. Alan Greenberg is certainly an ace at writing short, nunchy memos, but he does not come over as everyone's idea of the ideal boss.

The typical memo gets off to a thundering, provocative start: "We are having a problem getting a point across!", or "Stop it now!". He proceeds to issue new rules about answering tha tele-phone promptly and politely. turning lights off and looking clean and tidy. Often he winds up with a

threat: "From this date forward any person who violates this simple rule will receive a very quick simple fine. Enough is enough - we have tried being Mr Nice As if his own personality day with paper clips on

(very) narrow, he has age office invented an imaginary consultant called Haimchinkel uninspiring Malintz Anaynikal to help him. Haim, a tightwad reactionary, believes the following: 1. Hire PSDs ("poor, smart and a deep desire to become rich"). 2. Make deci-sions on common sense and avoid the herd. 3. Control expenses. 4. Beware of catchy phrases. 5. Stay hum-

ble humble humble. The approach of Greenbergand Haimchinkel is delightfully unfashionable. Modern chairmen are supposed to empower the workforca to make its own decisions, concentrating their own efforts ou setting strategy. But Greenberg does not believe in strategy.

"It was just announced that some prominent people in M&A just left a firm because of a difference of opinion over strategic planning." he wrote in 1988. "At Bear Stearns we have no

strategic planning." Once again, Haimchinkel Malintz Anaynikal comes out as one smart dude. Remember his Axiom 1023? The amount of dissension rises geometrically with the more issues you have to philosophise over.

The more of his memos you read, the more sensible Greenberg's approach appears. Making money, especially in a trading business, really does consist in paying close attention to detail and tirelessly enforcing the company's rules. Expenses need to ba controlled, though one wonders if Greenberg goes too far. Nearly a quarter of his memos are concerned with cutting costs, and no cost is

too small to be cut. In 1985 he issued this edict "I have just informed the purchasing dapartment that they should no longer purchase paper clips. All of ns receive documents every

Long, pomp- were not enough to keep his them if we save these paper oua, irrale- staff to the straight and clips, not only will we have enough for our own

use . . but we will collect excess and sell them."

A week later he sent out another memo: "I would like to extend our cost-cutting efforts to a larger matter. Bear Stearns will no longer purchase rubber bands. If you have trouble understanding [this] either trust me or call Haimchinkel Malintz Anaynikal directly.

"Make me rich" he kept urging jokily in bis early expenses memos. But by the later ones he invokes the company'e profitability instead - there is no further mention of his own wallet.
Indeed, by 1994 he was
receiving adverse publicity
in the US for his \$13m

(£8.4m) pay packet. Still, as Greenberg points out, his individual managerial principles seem to work. More than a decade before the Barings crisis, he was sending threatening memos about the error account and offering rewards to staff for shopping colleagues. Moreover, when everyone else on Wall Street was cutting jobs each time the market turned down, Bear Stearns went on hiring.

However much one edmires Greenberg's dash, the ever-present Haimchinkel Malintz Anaynikal grates on the nerves. More tiresome still is the way he quotes from earlier memos and demands that staff refer to those written several years earlier. This strikes an unfortunately dictatorial note. A good memo may be an art form; but it is surely meant for the moment. One cannot help wondering whether Greenberg lives by the rules of his beloved Haimchinkel: "Stay humble humble humble."

Memos From The Chairman is available from FT Bookshop. FreeCall 0500 418 419 (UK) or +44 181 964 1251 (outside the UK). Free p&p in UK

The FI500

on Friday, January 24 1997.

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FT Surveys

Consistence was be available for letters values in the male. It is in impurett. What investors need to be told

From Mr Alex McClarty. Sir, Referring to Barry Rilay's "When Scandinavia gets too hot for comfort" (September 11), I am pleased to see that some realise the difficulties facing the private investor, namely gauging the liquidity (and therefore the riskiness) of unit trust

investments. The fact is, that for 90 per cent of investors, such information is fust not available. If one tries to get it or asks for more up-to-date information than an outdated managers' report. the reply is often: "That is sensitive information and cannot be provided."

I therefore take issue with

expected to pay the price for such a lopsided portfolio". Tha investor has no idea that the portfolio is so lopsided or is illiquid because the managers refuse to inform their unitholders of the true state of affairs. The only risks an investor

"investors would be

your comment on September 7 ("Misplaced trusts") that

can reasonably be expected to gauge are the regional market and currency risks in a regional fund, or the industry risks in an industry-specific fund. It is high tima that Imro, the industry regulator, sat down and developed more stringent and useful

liquidity ratio as discussed by Mr Riley would be a good

We all know that unless rules exist, next to nobody will volunteer information. As for the additional costs they are minimal and should be absorbed by the managers who charge exorbitant management fees. A comparison with their 'expensive" German competitors would open a few eyes in the UK fund management industry!

Alex McClarty. Occamstr. 4, D-80802 Munich, Germany

No such market for top executives

From Mr Peter M. Oppenheimer. Sir, One gets tired of hearing bodies such as the Institute of Directors justifying, or explaining, top executive salaries in the UK hy reference to a supposed international market for the executives in question ("Top directors' packages rise by more than 12 per cent", September 17. There is no such market. Leading . executive positions in the overwhelmingly by nationals

of the company's own country of origin and head office. Exceptions to this rule are almost invariably persons who have made a long-term career in the company in question. The once-in-a-hlue-moon an outside top executive is a headline making adline-making sensation, not a routine market

It might nonetheless be interesting to speculate to what extent, if there were such a market, British

executives would be capable of competing in it. Perhaps the IoD can tell us what percentage of UK executives with telephone-number salaries are (a) technically qualified in relation to the industry which employs them, and (b) able to conduct a conversation (or for that matter, order a boiled egg) in a language

Peter M. Oppenheimer, Christ Church, Oxford OX1 1DP, UK

other than English

Too simple an argument over France

From Mr Charles Wilson. Sir, Mr Robert Rainford (Letters, September 17), In his desire to remove confusion on the Emu debate, seems to be going too far in his desire for simplicity. He equates two facts: France has unacceptably high unemployment; France is trying to respect the criteria for Emu. If France were to drop its fight for Maastricht. the argument seems to be; we would be as happy as you all are over the Channel. Mr Rainford seems to forget that most of France's other economic indicators

show a brighter picture: low

inflation, external trade in

balance, relatively low interest rates. What is wrong with the French economy concerns, unfortunately. those elements where Maastricht is an excuse for a medicine which would probably be necessary anyway - a state sector too large, and suffering problems caused by over-ambitious decisions made some years ago (Crédit Lyonnais) , or from postponing uncomfortable

weapons manufacture). The private sector suffers from high labour costs. which are not the result of Maastricht's social chapter. France and Germany

decisions (over-capacity in

decided many years ago on systems of social welfare which are politically untouchable, and they would like to see a level playing field where their nearest competitors are unable to take advantage of "social dumping" to obtain

Dropping the fight for Emu may or may not be a good thing for France and for Europe, but surely there are better arguments against Emu than to say France has high unemployment therefore Emu is had.

commercial advantage.

Charles Wilson, 19, Allee Vauban, Eyrines, S.W. France

Threat was ignored

From Mr Andrew Warren Sir, Is it a simple oversight or wilful tunnel vision that permits you - for the second year running – to publish a six-page supplement "Power In Asia" (September 16). without once making a single acknowledgement of the threat of climate change? It is not as if the governments upon whose electricity industry you report are non-contributors to the international forums, set up to try to deal with what is now acknowledged to be the world's most pressing environmental problem

As the profligate burning of fossil fuels in electric power stations is the largest contributor to this threat, you might do well to report the expected 8 per cent growth in consumption by 2010 with other than unmitigated glee. Next time you might consider the full implications.

Andrew Warren director. Prins Boudewijnlaan 41. 2650 Edegem, Belgium

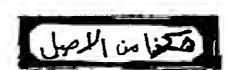
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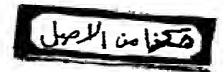
From Ms Antonia Giulia

Sir, I was surprised to read ("Italian inflation tumbles". September 6) that over the month of July, for the first time since 1968, a negative growth in inflation had been recorded in Italy. I suppose your report wanted to say that, for the first time since 1968, deflation (i.e. negative inflation), or, alternatively, a negative growth in prices, had been recorded.

Fortunately for the Italian economy, inflation, the growth rate of prices, had declined on many occasions

Antonia Giulia Carzaniga, funior research fellow, Centre for European Policy Studies, l Place du Congrès. B-1000 Brussels, Belgium





COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Thursday September 19 1996

A slice of French fudge

long needed a miracle to allow it to meet both its Maastricht promises and the ones it has made to the French electorate. Either that, or some very fancy budget footwork. Yesterday's 1997 budget was a deft example of the latter.

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free fall

With no miracle in sight, the government has probably done as much as could have been expected in juggling the con-flicting demands of its European partners, a stagnant economy and a disgruntled electorate. But the creative accounting it has taken to do it will not fool anyone.

On paper, next year's overall public deficit will be 3 per cent in line with the Maastricht criteria - but the real progress in slimming the gap between central government revenue and spending looks set to be very modest. Spending will be frozen in real terms - for the first time, it must be said, in the history of the Fifth Republic. But taxes have also been trimmed in an effort to get the economy moving again. The end result, before the use of fancy financial footwork, is a central government deficit only

FFr4.3bn less than this year. A few months ago Mr Jean Arthuis, the French finance minister, was keen to persuade the markets and his European colleagues that France would abide by the spirit of Maastricht

The French government has in its efforts to knock the budget deficit down to 3 per cent. Come the fateful day, there might have to be a fudge or two around the edges - but France must be seen to be trying.

The even slower than expec-ted pace of the economy this year has made more drastic action very difficult, to be sure Even with relatively optimistic assumptions, next year's budget deficit is now expected to be 3% per cent of GDP. And it is now formally predicted that this fig-ure will be massaged downward with France Telecom's special payment and other one-off transfers. This does not look like a bold effort.

One area where the govern-ment might have been bolder is in shrinking the size of the civil service: it has been able to promise a total reduction in jobs of only 5,000, out of 2.2m in the public sector. That is feeble. Social security spending is more difficult to cut quickly, but even there a continuing deficit of FFr30bn is disappointing.

But the real problem is thet Mr Arthuis has been forced to use his fudge so soon, which must restrict his room for manoeuvre next year if his assumptions prove too optimistic. He has sought to demonstrate his absolute determination to meet the Maastricht targets. But the exercise remains less than wholly convincing because of

Tangled yarn

For more than a decade, industrial policy also sends dis-Europe's textiles and clothing sector has been caught in a spiral of decline to which there is still no end in sight. All the signs point to further heavy job losses, fectory closures and restructuring. But instead of its progress towards that goal encouraging the industry to try has so far been minimal. Under to regain competitiveness, the pressure from European produc-European Union is planning action which seems destined to speed up the timetable only if make its problems worse.

EU governments are poised to ve provision dumping duties of up to 30 per cent on imports of unbleached cotton fabric from several, mostly Asian, countries. The planned penalties result from a European Commission dumping investigation, launched after persistent lobbying led by French and Italian cotton weavers, which claim the imports are

sold at unfairly low prices. Unbleached cotton fabric is a raw material used in the manufacture of many types of textiles and clothing. EU production of the fabric has dwindled steadily and today meets barely a quarter of total demand. Dumping duties on imports amount to taxes on an essential input for European users. The predictable consequence will be to handicap internationally competitive textiles and clothing manufacturers and encourage them to shift more production, and jobs, to

cheaper locations abroad. This perverse exercise in

turbing signals about EU trade policy. The Uruguay Round requires the EU to dismantle by early next century the quotas which have long ringed its textiles and clothing markets. But ers, Brussels is insisting it will developing countries agree first to liberalise their markets, such deal, arguing that the EU is demanding concessions from them as the price for fulfilling its obligations under international trade rules.

Intentionally or not, brandishing the dumping weapon looks like an attempt by the EU to apply coercion to trade partners after persuasion has failed. It raises doubts about tha sincerity of the EU's commitment to removing quotas. It also arouses suspicions that any liberalisation thus achieved will be negated by the erection of new

types of barrier. The failure of years of protection to halt the contraction of the European textiles industry gives no reason to believe that more of the same will do any good. By continuing to shelter its producers, the EU is encour aging them to delay inevitable adjustments. As a result, eventual change will be still more

painful than it need be.

Major's morals

When politicians talk about morality, it is time to head for the door. They are usually trying to sell something which is difficult to deliver.

Last night Mr John Major, the UK prime minister, stretched, the language of ethics far beyond its limit by applying it to the ratio of public spending

to gross domestic product. Conservatives, Mr Major said. believed that reducing the role and size of government was not just e policy option, but a moral imperative. It was not moral, he said, to take too much tax from people for government to spend, and diminish individual choices.

The Tory faithful will chant a fervent "Amen". They will be delighted, no doubt, that their leader can show that Mr Tony Blair, the Labour leader, is not the only preacher in town.

The two contenders are trying to differentiate themselves by playing upon contradictory aspirations. Mr Blair would like Britain to be a more decent society, looking after the old and infirm and educating children better. He knows the public wants this, but is imwilling to pay the price in higher taxes. Mr Major emphasises individual choice (through tax cuts). But he knows that any serious move in this direction would require unpopular cuts in spending programmes such as health and

welfare. in all advanced economies, voters tend to demand the goods and renege on the price. is a new danger for both parties.

Governments connive by goin into debt. So righteousness, if it exists in this context, consists in being honest about how the books can be balanced.

In the UK, as the Tories well know, the government's share of the economy has stayed obstinately close to 40 per cent for the past two decades. Despite all the Conservatives' efforts, it is slightly above what it was when they came to power in 1979. This is partly because the rise in unemployment has offset the effects of other reductions in the public sector.

However, at 43 per cent, the size of the UK's public sector relative to its economy is close to the average for all developed countries, significantly lower than the average for all EU countries (50 per cent) and not as different from Japan (37 per cent) as many people imagine.

This suggests that, although there is room for debate about the balance between the tax burden and state services, that achieved in Britain in recent decades is fairly close to what the public wants (and will tolerate) in much of the the developed world.

Mr Major never tires of denouncing New Labour for the sin of offering benefits while suppressing the cost. If he wants to achieve superior righteousness he should now tell the public that lower taxes depend on cuts in services or benefits - and which ones. This

Smooth take-off for shake-up

British Airways is tackling its labour costs before it is forced to do so by competitive pressures, says Michael Skapinker

changes in less than a decade from being a slothful state enterprise to being one of the few UK groups regarded by international competitors as a role model, what does it do for an

This was the question facing Mr Robert Ayling when he took over as chief executive of British Airways at the beginning of the

At first sight, he did not have to do much. The company's pre-tax profits last year of £585m were the highest of any airline in the world. In this week's FT and Price Waterhouse survey of Europe's most respected companies, BA was placed second after ABB, the Swedish-Swiss engineering group. It was the only airline in the top 20, apart from Swissair which came 16th.

For Mr Ayling to have contin-ued to run BA in the way it has been since it was privatised in 1987, however, would have been to ignore changes in the airline industry which threaten the profits of even the most successful carriers. Without radical change, according to Mr Ayling, BA's profits would have evaporated by the end of the decade.

Yesterday be announced that 5,000 of BA's 55,300 employees would be offered voluntary redundancy. They will be replaced, however, by a similar number of more highly skilled, more flexible employees, wbo will be recruited over the next three years.

Managers in several areas of

BA's business, such as baggage handling and ticket processing, have been told they must ensure they can do the job as cheaply as outside suppliers. If not, their activities will be contracted out.

The announcement was less dramatic than many employees had feared. There had been reports that the airline was planning to cut employee numbers by 10,000 and that the company would spend £60m designing a

"We are thinking about a new logo but we're not planning to spend £60m on it," says Mr Ayl-ing. "I can't think of anything more insensitive than asking for 5,000 redundancies and then

Mr Ayling says the plan announced yesterday was not a definitive statement of the shape of the airline at the end of the decade. Managers have been set targets on matters such as costs, aircraft punctuality and better use of assets, and told to find ways of achieving them.

At the moment, I'm not dictating to my management and tell-ing them what decisions to take. We have said: "This is the need. these are the kinds of ideas we have. You know your business, you know there's a redundancy programme, you have your performance targets."

In a series of briefings to managers and unions Mr Ayling has portrayed the unforgiving world in which modern airlimes operate.

"The competition is getting better and more efficient," he told staff yesterday. "Our customers expect more, but our cost of providing a seat has risen faster than the price customers pay in a highly competitive market."

Airline executives around the world have been repeating this message, often in more lurid

Robert Ayling chief executive Pre-tax profit 2m (year and March 31) Average number of employees ('000s) 400

terms. Mr Robert Crandall, chairman of American Airlines, said this week of the aviation industry: "It's one of the most miserable businesses in the world."

Add up carriers' financial results since the start of commercial flight, he said, and you will find that the world's airlines have made a cumulative loss.

And Mr Jürgen Weber, chairman of Lufthansa of Germany, warned employees earlier this month that their airline would go bankrupt without a cut in employment costs.

"What we really need is a negative pay increase," he told them. "How could it be otherwise, since we get less and less money for our tickets? If we don't want to make losses again, we have to do something about our personnel costs - otherwise I can calculate right now when we'll go bust."

Central to the problem is the long-term fall in air fares. Airline yields - the amount received for each mile they carry a passenger - are falling by 1 per cent a year, according to Boeing of the US. the world's biggest aircraft manufacturer.

The reasons for the fall include the greater competition induced by liberalisation of air travel in the US in the 1980s, which is heing followed by increased deregulation in Europe. Low-cost carriers, which offer little onboard food or entertainment, are entering the market, undercutting the fares of large airlines. Long-haul travel - from

Europe to Asia, for example - is growing more quickly than shorthaul. This depresses fares as airlines can charge more per mile for short flights than for longer ones. And leisure travel is growing faster than business travel. Holidaymakers are not prepared to pay as much for their tickets as business travellers.

The most obvious area for airlines to tackle if they want to win an advantage over competitors is labour costs, says Mr Rigas Doganis, professor of air trans-port at Cranfield University in

"Airlines fly broadly similar aircraft, they pay similar prices for fuel, the same prices for landing, overflight and computer reservation systems. The only variable they can influence is labour costs," he says. Staffing costs typically account for between 25 per cent and 35 per cent of operating

rof Doganis, who business.

ties is a well-established feature of the industry. It is common for carriers to pay outside caterers to feed their passengers. Many air-lines rely on other carriers or specialised companies to handle their baggage, check in their pas-

served as chairman of Olympic Airways for 14 months before being dismissed earlier this year by the Greek government, says airlines can cut labour costs without substantially changing the way they do

"You can freeze wages, reduce staff numbers and change working conditions such as the number of hours pilots can fly and how many rest days they have," he says. "But once you've exhausted what you can do with your own staff, you can go further and start contracting out. seeing if anyone else can do it more cheaply." Contracting out airline activi-

service their aircraft. And Singapore Airlines has some of its accounting work done in China.

British Airways: checking in and checking out

BA has been an enthusiastic practitioner of one of the most radical forms of contracting out: getting other airlines to fly under its name. The company has nine franchisees, independent airlines with aircraft painted in BA colours and staff wearing BA uni-

Most of the airlines BA has franchised to fly in its colours are British: last month the company reached agreement with British Mediterranean Airways, a UK-based carrier, to fly in BA colours to Beirut, Amman and But there is also a Danish franchisee and one in Sooth Africa.

These franchise arrangements produced £50m in revenues for BA last year. Mr Ayling said yesterday he wanted to see this figure doubled.

In other areas of contracting out, he is proceeding cautiously, allowing in-house staff to try to get their costs down to the level at which an outsider contractor could do the job. Mr Ayling says that a year ago BA reached agreement with the unions representing the ramp workers who refuel aircraft and load baggage that they would reduce their costs to the point where they were competitive with outside

suppliers. Another department which has been placed under pressure is pessenger revenue accounting, which is responsible for processing tickets after passengers have boarded the aircraft. Mr Ayling says BA is unusual in doing this work in its home country.

American's ticket processing is

done in the Caribbean. Swissair's is done in india. "You might say BA has been a bit slow here, says Mr Ayling.

BA already employs e group of graduates in Delhi to correct computer errors which appear on its booking system. It has also set up an operation in Bombay to do some ticketing work and they could eventually take over the rest of it. Some of BA's computing programming will be put out contract rather than done

Mr Ayling says the airline would not seek to cut costs to market levels in all cases. BA cabin crew had to have a higher level of expertise in foreign lansttendants working for charter airlines. The company would have to scept that it had to pay more for certain highly skilled

All of this odds up to a much less threatening package than some staff had feared. This is probably because the airline is taking action well before it needs to. Unlike companies which cut costs when financial disaster strikes, BA has decided to begin the process when its aircraft are full and it is making record profits. This means it has time to consider how best to cut

"It's good management to take action when you are performing well," Mr Ayling says. "If we as managers can foresee that we can't carry on as we are, we should start doing something about it now and not in three

BA had in the past been criticised for being short-term in its outlook, says Mr Ayling. It is not

OBSERVER

Possibly the imest

Poul Symptoin is no fan of faddish myestmen pactices and irondy management theories. He reckous their condition to business success is just about their

He should know. After 25 years as third executive of Carloberg, the Panish prewery group, Stanholm tan back in the kind of success many might.

enty.
Symmolic who is stepping down at the end of the year was this week in reflective. mood, pondering the subject he knows best, brewing: At a Covenbaggin postness lunch on Thesday he mused that "we at Canshery do not like to sound as if we are booking 'But in 1978, Carlsberg annually brewed about on beciditres of

beer, of which a third was exported: Today, the figure is 32m hil, brewed by 56 breweries in 40 countyles, 50 per cent of it is dronk outside Demogrk. In a unarter of a century Svanholm has thus steered Carlsberg from being a small if well-known brewery to being, he says, the eighth largest in the world. And at a time when busine

And at a time when pushess, discipling is held in go hand in gives with shapeholder pressure, Symbolin is very happy not to have to worry

about share prices. For Carlsberg is owned by a

foundation, whose statutes rule that it must always own at least 51 per cent of the stock. Bids, hostile or otherwise, are not on the agenda, and a good thing too

says Svanholm — his management can concentrate more on long-term objectives. It would be a bold analyst who denied that Carlsberg has been adly served by its statutes. As for management theories. Svanholm has seen dozens of

nseless - come and go. Squeeze the pore To wrench an old adage -

them - "for the most part

when Japan gets nose cleansers, the rest of the world starts inspecting its pores.

Having tried Chinese seaweed to cut their calories, Japanese women are now nursing their noses with new peel-off "counstic pais", the country's

latest beauty fad.
The demand for nose-pore cleansers is unexpectedly strong. says Kao, Japan's largest tolletry company Sales in the local nose pack market are expected to more than double this year 1995's Y5bn. Even Eac is staggered - such growth is twice what was forecast.

Kee's new cleanser, the product of 20 years' research, comes in the form of a sticky

tape, which when applied to the nose uncloss the pores. Traditional applications – such as mud and gel packs apparently don't entirely unclog

nasal pores. Kao says that what attracts buyers to its tape "is that you can actually see the product working - you see the grime from your pores stuck ... onto the tape." Will this new craze prove

long-lived? The outlook isn't exactly promising. In Japan, at any one time about 30 per cent of cosmetics on sale are newly introduced products. It could easily, well; nose-dive.

Costly peanuts ■ Want to party with Arnold Schwarzwenegger? Perhaps something a little more constructive, like helping forms President Jimmy Carter and wife

Rosalvan build a home for a

Appalachians. Well, check out your frequent-flier account with US carrier Northwest and turn up on September 27 at Sotheby's New York for their DreamPerks auction, said to be the first

low-income family high up in the

accepting air miles.

The event is in aid of Habitat for Humanity International. which rebuilds houses in poor communities; Northwest will donate proceeds raised from anyone ready to pay 5 cents

apiece to buy extra air miles before the auction.

There are 34 lots coming under the hammer of auctioneer David Redden, ranging from the chance to carry the hammer and nails for Carter (auction estimate 300,000 air miles) to a night on the tiles with Arnie (a rather puny 200,000 miles). Alternatively, you can play with basketball stars, or even board e tet fighter for a dogfight over California - no flying experience required.

The only party poopers appear to be Sotheby's. They will get a fee from Northwest and an unspecified commission on the sale - none of it going to charity. Perhaps some gentle Schwarzwenegger persuasion might change their mind.

Tell me another

■ Good to find a machine with manners. In the US recently Observer tried using an internationally-recognised credit card to get some cash from an ATM. Shove in the card, tap the PIN number, and hey presto! Out comes . . . nothing but the following message: "Hi! We bayen't heard from you for a while. So just for your own protection we are not proceeding with this transaction, Please consult your bank." Only in America.

Financial Times

100 years ago The Secret of Civilisation

At the Liverpool meeting of the British Association last night, Dr. William Newton read a short paper on
"Nitrates", in which the
nature of the fertiliser and the
methods of its extraction were described. The particulars given were more or less ele-mentary and familiar, but there is one sentence which really must be quoted as throwing an entirely new light on the subject: "The knowledge of the utilisation of nitrate in the manufacture of explosives is the power behind civilisation which is for ever a guarantee that civilised States shall never again go down before a horde of barbarians, as did the Roman Empire under the Goths and Huns." It is rather startling to discover that our boasted civilisation is based upon nitrate of soda.

50 years ago

Franco-Argentinian Pact Good news in the interna-tional field has a scarcity value nowadays, For that reason 17th September, 1946, deserves long to be remembered as the date of two welcome events: the conclusion of financial and trade agreements with the Argentine and Prance. Both are characterised by the same spirit of give and take after prolonged hard bargaining.



Beef crisis may lead EU to breach export limits

By Caroline Southey In Brussel's

The European Union risks breaching internationally agreed beef export limits because of falling European demand sparked six months ago by fears over BSE, or mad

The position could sharply increase pressure for radical reform of the Common Agricultural Policy aimed at curbing beef production. The warning is spelt out by the Irisb presidency in a paper prepared for EU farm ministers who are to meet early next week at Killarney, Ireland.

The presidency warns that over-sbooting the limits set under the General Agreement on Tariffs and Trade can only be avoided if farm policy is overhauled to curb beef production dramatically.

The EU is expected to produce 720,000 tonnes of surplus beef this year following an 11 export opportunities are con-per cent fall in consumption etrained by the Gatt, the

SBC

provision

Continued from Page 1 .

"veritable quantnm leap" in

provisions for its domestic problem loans. The bank used

to treat these losees as

extraordinary resulting in

But it now feels it should

calculate an expected default risk for its portfolio. This will

result in an annual recurring

To absorb any difference

between actual annual provi-

sions and the statistically

expected loan losses, a general

loan loss reserve of SFr2.4bn

The latest charges will

reduce the groop's Tier one capital from 3.9 per cent at the

end of 1995 to around 7.7 per

But the group has discussed the changes with bank regula-

of an extraordinary meeting

being called. If Mr De Bene-

detti was reappointed then

"those chances go up dramatically," Mr Shakerchi said.

Mr De Benedetti resigned

after clasbing with Mr Caio

over strategy. He left the board

but remained honorary chair-

man. The financial markets

welcomed Mr De Benedetti's

departure but the shares col-

lapsed after Mr Renzo Frances-

coni, director-general of the Ollvetti holding company, resigned a day later, complain-

ing that Olivetti's half-year fig-

ures were worse than the pub

denied the claims.

lished results. The company

has been established.

Olivetti

Continued from Page 1

charge of SFr600m initially.

swings in annual provisions.

because of fears over BSE (bovine spongiform encephalo-

The EU'e ability to contain over-production could be further undermined if Britain decides today to abandon a pledge for a wholesale cull of 125,000 cattle as part of its anti-BSE strategy. The current British cull of animals over 30 months of age combined with the contested eelective cull was expected to reduce EU beef production by 3 per cent a

The European Commission yesterday agreed to study in detail a recent report from Oxford scientists which predicted that mad cow disease would die out by 2001.

The Irish presidency predicts that the EU faces the prospect of being unable to sell its surnlus beef stocks because the EU beef market is unlikely to be restored to pre-BSE levels in the foreseeable future while

Laura Silber in Sarajevo

Mr Alija Izetbegovic was yesterday elected Bosnia's head of state and immediately

called for fresh polls in Bos-

nian-Serb territory. The 71-year-old Mr Izetbeg-

ovic, president of Bosnia stace

the first free elections in 1990.

narrowly won the race for the

chairmanship of Bosnia's tri-

partite presidency – one Mos-lem, one Serb and one Crost. He urged the Organisation

for Security and Co-operation

in Europe to repeat the poll in Republika Srpska, the Bos-nian-Serb entity which, with the Moslem-Croat Federation,

His call came as western

mediators engaged in hectic

behind-the-scenee manoeu-vring aimed at building on last

weekend's elections and setting up multi-ethnic institu-

tions to govern the loosely

"Many voters were deprived

by artificial (and illegal) means of voting in the federa-

tion while the same artificial

(and illegal) means were used

to increase the number of Ser-

bian voters," said Mr Izetbeg-

But international officials.

who hailed Bosnia's first post-

war elections as violence free" and "mostly positive", are likely to play down com-

plaints of ballot-rigging and

Total votes cast in Serb terri-

tory exceeded the registered number of voting-age Serbs

electoral engineering.

makes up Bosnia.

united country.

Izetbegovic wins

poll battle to chair

Bosnia presidency

tions before the setting up of the World Trade Organisation. It limits EU exports of beef to 1.7m tonnes in 1996-97.

"The EU looked set to cope with Gatt restrictions without significant adjustments to policy. However, this view has to be substantially revised in the light of developments follow-ing the BSE crisis," according to the Irish paper. Commission officials warned

that the extent of the reform would be driven by the fate of proposals to cut production immediately. EU farm ministers this week backed plans set out by Mr Franz Fischler, agriculture, to curb the beef supply by slaughtering EU calves and taking more surplus stocks off the market. But the majority rejected Mr Fis-chler's proposal that the measures had to be paid for by cutting aid to arable farmers.

Lack of EU vision, Page 2

But the OSCE said more than

half a million Moslem and

Croat refugees had registered to vote in their former home

In the nine months since the

signing of the Dayton peace

agreement to end the war, the

commitment to the return of

refugees has not been fulfilled

- in particular in the Serb and

The Bosnian government

yesterday warned that its own

agreement to lay down arms

was conditional on the Serbs agreeing to let Moslem refu-

gees return to their homes.

Only a handful of non-Serbs now live in Republika Srpska.

liaments of Bosnia and the

Moslem-Croat Federation, and

the president and assembly of Republika Srpska (Moslem-Croat) showed nationalist par-

ties with a strong lead over

Bosnia's presidency must

govern by consensus and west-

ern mediators hope Bosnian Serb leaders – and their Croat

nationalist counterparts, will

abandon separatist demands.

Mr Izetbegovic won 729,304
votes, edging out Mr Momcilo
Krajisnik, the Bosnian Serb

Since 1990, Mr Krajisnik has

been the right-hand man of Mr Radovan Karadzic, the former Bosnian Serb leader indicted

for war crimes by the UN tri-

bunal. Mr Kresimir Zubak was

elected as the Bosnian Croat member of the presidency with

candidate with 690,373.

FT WEATHER GUIDE

moderate opposition parties.

Early poll results for the par-

Croat-held parts of Bosnia.

Manila resist curbs on mining

The companies say in a written submission that the government's commitment to develop the country's vast gold and copper reserves would be jeopardised if it acceded to the green lobby and "sensational-

ist" media pressure.
The Philippines is estimated to have the seventh largest per cent foreign ownership 12 months ago. But it has frozen all but two of the 70 foreign applications for exploration

The government decided to The government decided to alter the mining code following public outrage this year after Marcopper, a local company 40 per cent owned by Placer Dome of Canada, leaked toxic "tailings" into the Boac river south of Manila.

Two foreign mining execu-tives who were with Marcopper at the time have been charged with violating five separate environmental laws. If convicted they could face a jail term.

pread domestic debete on whether majority foreign ownership of mining companies should be permitted.

alisation a year ago] has been stalled," according to the sub-mission, a copy of which was obtained by the Financial It was prepared by 20 lead-

ing Newmont Mining of the US and Western Mining Corporation of Australia. Both have applied for exploration licences in the Philippines.

and investment that has occurred over the last 18 derailed," according to the docunent, which will be submit

week, the paper says.
It argues that the environmental provisions in the 1995 mining act which opened up and expresses concern that the government is planning to modify the rules to the point of being "inappropriate and impractical".

warned to

Twenty of the world's leading mining companies have told the Philippine government to resist pressure from domestic environmental groups to rewrite the country's mining

gold reserves and 10th largest copper reserves in the world. Manila opened the country's moribund mining sector to 100

permits while it reviews the environmental impact of liber-

Placer Dome, one of Canada's biggest mining companies, has since withdrawn from Marcopper.

The case prompted wide-

"The positive momentum generated (by the mining liber-

"The significant progress months is in danger of being ted to the government next

the industry were "comparable with best practices worldwide"

THE LEX COLUMN Overhauling Olivetti

The board games at Olivetti continue. But investors, who must be wondering which set of rules the Italian electronics group is playing by, are no wiser than before,

The position of Mr Francesco Calo, the chief executive, had e untenable, since be is under investigation about the group's allegedly misleading half-year results. But the fact that his replacement, Mr Roberto Colaninno, is another close associate of Mr Carlo De Benedetti – the ousted chairman responsible for Olivetti's disastrous decline - is not reassur-

Nor has pressure from Consob, the Italian market regulator, shed much more light on Olivetti's state of health. The group says it is unable to give an update on its debt levels and unwilling to discuss potential alliances or disposals. The little new information it has given worrying. Total inventories at the end of June look high at nearly 10 per cent of turnover. The suspicion is that a lot of that could be outdated computers, whose value might have to be written down. There was also a L300bn (\$197m) decrease in trade creditors, suggesting that suppliers are negotiating harsher payment terms.

Olivetti has potentially valuable ousinesses in telecoms, multimedia and office products. But to unlock that value, the group must produce a trustworthy set of results and deal with its loss-making personal computers division. To tackle those ssues and restore even a measure of credibility will take a genuinely

The question is not whether the planned shake-up in Swiss Bank Corporation'e barely-profitable domestic banking business is needed; it is whether SBC is going far enough. The planned 1,700 job losses add up to a markedly less aggressive rate of staff cutting than is under way at CS Holding. Moreover with SBC and CS both hard at work on their cost bases, UBS can hardly avoid doing the same. So much of the benefit may be competed away. In which case, SBC's modest hope that the domestic business can be cranked up to deliver an internationally unimpressive 10 per cent return - only just above its cost of equity - may prove optimis:

Cost-cutting is not the only rem- growth forecast of 2.8 per cent for

pproach to corporate lending is hardly inspiring either, from now on, we are told, high-risk borrowers will have to pay more than low-risk ones. That this basic principle is regarded as exciting underlines how far banks like this have to go.

Moreover, the new systematic approach to provisioning is no more than a presentational step forward. Investors should ignore the essentially cosmetic increase in return on equity which will result. Still, the bank is right that using long-term average figures is more intellectually robust than the present ad hoc approach. And although some will doubtless worry that the average figures will be pitched too low, this should not be a problem if investors are given enough information, as they should be, on actual annual loan performance.

French budget

Realistically, there was never any doubt that yesterday's French bud-get would show the country meeting the Maastricht Treaty's 3 per cent deficit criterion next year. The only question was whether this would be achieved by fair means or foul. Mr Jean Arthuis, finance minister, was at pains to suggest the figures were sons artifice, but they are too ambitious to be credible. For a start, the government believes the budget deficit this year will be 4 per cent of gross domestic product. Most forecasts suggest it will be closer to 4.3 per cent. This ans the government will have to cut spending more aggressively than it is currently planning to hit the 1997 target. Similarly, the tainly. France's deficit-cuiting efforts fall far short of Germany's determined efforts to address under-

Willing !

lying structural problems. lying structural problems.

Mr Arthuis appears to be salamisticing, releasing the bad news in batches. Next week, for example, he will be forced to reveal a social security overspend of FFr30bn (\$5.83bn) to FFr35bn, which will presumably require him to take back the FFr25bn net tax reduction he claimed to offer yesterday. There is also a suspicion that he will have to tighten further the fiscal ratchet with a supplementary budget in the with a supplementary budget in the first quarter. So far the markets have allowed their economic doubts to be trumped by the political might of the Kohl-Chirac axis. But Mr Arthuis cannot stretch their patience indefinitely.

British Airways

British Airways is deftly juggling two audiences with very different agendas. "BA for the new millennium", proudly unveiled yesterday, will have been greeted with relief by many employees. After all the scare stories, only 5,000 jobs are expected to go. But how, investors may reasonably ask, can this softly softly message be reconciled with BA's promise of £1bn in annual profit improvement." True, this is not all supposed to come from costcutting. But even so, 5,000 job losses - only saving £160m or so - looks

surprisingly low.

Moreover, for all the cantious wording of yesterday'e statement, the long-term cost advantages of outsourcing - the opportunity to play off competing suppliers as well as an easy solution to high levels of unionisation - are powerful. And the process has a long way to go; in the end, an airline like BA could even choose not to fly its own aircraft. Of course the quality and reliability of contractors would have to be good enough to safeguard the airline's brand. But Marks & Spencer manages its reputation perfectly well without making its own food or clothes. Some will think this is just academic speculation, but in fact it is already happening on some routes where BA is franchising its brand using cheaper operators. Given the unions' power, the pro-cess will only encroach gradually. But ultimately, the "virtual airline" - little more than a marketing out fit - is surely a credible possibility.

Additional Lex comment on Next.

Annual Conference 1996

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Private Finance Panel Executive

Europe today

The Benelux will have sunny periods. There will be showers in Belgium and Luxemburg and an occasional shower in the southwest of the Netherlands, Northern Germany will be mainly dry with summy periods but southern Germany will have showers. France will be mainly rainy although there will be sunny spells. Most of Spain will have sunny periods but northern Spain will have showers. Thunder showers are expected in central Italy. The west coast of the Balkans will have rain. Northern Greece will have showers but southern Greece will be fair. Turkey will have eurny periods.

Five-day forecast

A frontal system arriving from the Atlantic will cause rain over western Europe. The Balkans will have rain by the end of the end. High pressure will bring ample sunshine to Scandinavia. Russia will be sunny and dry,

Abu Dhabi Accra Algers Aristerdem Athens Atlanta B. Aires B. Aires B. Bengkok Bercelona	Medimum Celalus Sun 37 cloudy 29 shower 25 fair 17 shower 26 sun 27 fair 23 fair 18 shower 35 shower 23	Beijing Beifast Beigrade Berim Bermuda Bogota Bombay Sruseals Sudapeat C.hagen Cairo Cape Town	si si
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Billing: new software can detect phone fraud at arcearly stage Metworks: digital 'processing is bringing ntelligence" to telecome Cell centres: outsourcing of goods and services to these operations is on the

IN THIS SURVEY

Profile: Alcatel. Twelve months of tumultuous change appear to be paying off for the Parissed telecoms equipme while cyberspace connections remain

traditional telephone companies have reason be nervous SDH: Synchronous Digital Hierarchy has matured into a high

Proffle: Siemens. The

system is what drives its

public telecoms division

■ Mobile suppliers: the inclustry remains confident that there is still much more growth to come in building infrastructure and in the sale of handsets GSM/CDMA: the battle over which digital cellular phone technology will reveil is Intensifying

Profile: Lucent Technologies. As well as having a strong position as a supplier of equipment, the company has access to well-regarded research laboratories in the Bell

ATM: Asynchronous Transfer Mode is taking off at last as increased competition means elecoms operators ere

Editorial production: Seran Murray

International ELECOMMUNICATIONS

Technology to speed the traffic flow over the global network is essential to prevent an overloaded system - and further communications advances - from grinding to a halt, says Alan Cane

Building blocks of the revolution

computing and telecommunications called multimedia has been promised for the past quarter century. Now the promise seems ready to be fulfilled as a number of key technologies reach

Fibre optic cabling, for example, can already transmit pbenomenal amounts of information. A single pair of fibres each the width of a buman hair can transit more than 10 million millions bits (binary digits) of information a second, equivalent to balf a million simultaneous two-way high definition television channels. The only limitation is the speed of the optoelectronic equipment needed to handle the transmission at each end of the

Personal computers run on chips with the power - and complexity - of a small mainframe, sparking arguments over the terminal device for the home and office: a computer capable of behaving like a television or vice-versa

Wireless technologies will make possible telephone calls from any two points on the earth's surface via a gal-axy of satellites to be launched shortly by groups including Iridium and ICO.

The explosive growth of the Internet - about 50m subscribers now could rise to 500m by 2000 - and of multimedia services in general is the outward evidence of this to their organisations's convergence. But the speed the world's telecoms opera-

The global telecoms netsupport such traffic. It was engineered for an era when customers lifted the receiver

of their bandset, spoke

briefly and replaced it. Now Internet customers may hog international lines for hours at a time. Telecommuters working from home or from telecottages demand rapid traosmission of data along lines never intended for such a purpose. The transmission of high Adelity sound, moving pictures and colour images makes sudden, buge demands on net-

work resources Internet users, exasperated nections and by sluggish response times, are keenly aware that the Internet is overstretched, Telecoms experts are gloomier. The close to collapse, they say.

The danger this represents for the global business community and for, for example, World Trade Organisation hopes of establishing a global economy underpinned by telecoms is underlined by survey carried out by the Gallup opinion research organisation for British Telecommunication and MCI, published today.*

It shows that nine out of 10 senior executives from the world's largest companies are convinced that telecoms will become more important expansion plans over the next five years. Overall, respondents to the

survey said the critical factors for global expansion were, in order of importance, political stability, a skilled workforce and an efficient telecoms infrastructure, relegating cost of capital and availability of raw materials

to the bottom of the list. Reliable voice and data transmission were top of their lists telecoms but they complained that these needs were not being met. The strategic director of a UKhased mining and photochemical company said there was a need for "upgrading of speed and the quality of transmission of data."

The manager of a food manufacturing operatioo in Singapore wanted improve-ments in "videoconferencing, speed of data transfer internationally and international mobile telecoms while a senior executive of a French multinational corporstion complained of "the quality of phone lines."

The way out of the of expanding demand for telecoms services through an overburdened network is expected to be the adoption of a technology. Asynchronous Transfer Mode, at present owned principally by a small group of suppliers - Newbridge Networks, Stratacom, Cisco and Nortel among them.

"ATM [for a full explanation of this technology see the article on page 211 is ideal for a wide range of applications, including data communications, voice, imaging full-motion video and mnltimedia," says the

consultancy Price Water-bouse. "Many industry nesses including videocon-observers predict that ATM ferencing and electronic bouse. "Many industry will be the main carrier technology for such broadband services. Its characteristics. particularly scalesbility, make it ideal for the traffic demands such as multimedia expected on data networks

in the future." The fact remains that, as the international Telecommunications Union points out, nobody can predict which multimedia services will prove successful and which will flop, Business, bowever, is likely to make the biggest demands initially on the network. The ITU says: "There are several generic services that are

messaging. In the past, they have been highly sensitive to transmission costs and capacity constraints, a problem which new technologies seek to eliminate."

The large operators are just beginning to install the first ATM systems, According to Dr Terry Matthews; chairman of Newbridge, "the window bas opened". Operators will install ATM systems first to increase the capacity of their business networks and gradually move the technology into the public switching arena.". Commercial ATM services are already available in the

US from the regional operators: GTB and more recent competitors. Hong Kong. BT and Telefonica .among others, are conducting ATM

In the UK, the Integrated Communications Network, a private network set up co-operatively by London's six cable operators, Bell Cable-Media, Cable London, Nynex CableComms, The cable Corporation, TelsWest and Videotron have announced what is claimed to be Britain's first wide area ATM network.

David Venn, ICN managing director, says he believes fallen to reasonable levels:

cids with the business community's increasing require width-bungry (high capacity) applications ... ATM will be the basic switching platform for private networks as the new century approaches and, ultimately, extend into the public domain too." Conversion of the global telecoms network to ATM will be a mammoth task. But the experts- are convinced

"These developments coin-

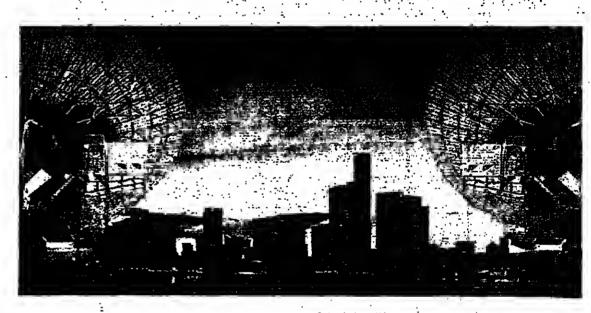
greatest communications revolution in history is not to grind to a halt. " The BTIMCI Global Con

muitications-Report 1996/97

that it will bave to be under

taken and swiftly too if the





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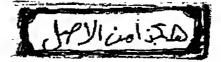
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Company	- 	<u> </u>		· · ·
Name: Designation:				.



Intelligent networks: by Philip Manchester

Opening the door to services

Linking telecoms with digital networks can give suppliers a competitive edge

The convergence of Ital computers hes always been rich ground for innovation. Digital processing brings a kind of "intelli-gence" to telecommunicetions networks - opening the door to types of service that were previously impossible to provide.

Calling cards - with which telephone subscribers can bill calls to their own telephone bill - are one example of this. Large-scale virtual private networks (VPNs) where international corporations outsource their longhaul network traffic - are

Intelligent networks make these and other innovative services possible, and promise to take the conventional telephone system into a new era - both for consumers

in public networking, applications such as freephone services, call screening, custom billing and televoting work on the back of intelligent networks. In bustness, call distribution, cus-tomer call centres and mobile telephone networks use the same technology.

There are two driving forces behind the spread of intelligent networks: the demand for new applications and the changes in the structure of the telecommunications market.

Research by management and technology consultancy firm Booz, Allen & Hamilton forecasts an annual growth of 27 per cent in the demand, because of the competition, for telecommunications so they need to find other applications which bave ways of getting revenue out

Booz, Allen & Hamilton this also puts the current global market for intelligent net works, it is possible to offer matter of weeks. But there works at \$9 billion. The special telecommunications are potential pitfalls. You demand is particularly high for applications that can and to domestic telephone improve customer service users. While the traffic vol- ket.

At 9.00cm, Adrian wrote a list of companies that he needed to telephone.

He spect the rest of the morning trying to get through.

through, was put on hold and then forgotten about.

One company had a touch tone answering system

which confused him with endless lists of names and

Most lines were constantly engaged. Other times he got

pressure, including call distribution, mobile telecommunications and customer-response call centres.

The demand for new services has also put pressure on telecommunications suppliers. They must be able to deliver innovation quickly to keep ahead of their rivals.

A decade of deregulation and internationalisation of telecommunications market has forced suppliers to look beyond conventional services for future revenues. The days when a telecor

munications supplier could survive simply by renting out "a big pipe" are gone. They must now offer value-added services - at competitive prices - to maintain their market share. The replacement of the traditional analogue network by digital communications has presented them with the pportunity to do this.

Digital communications makes it possible to "program" a telecommunications network to meet the demand for additional services.

"Intelligent networks have come at a time of fundamental change in telecommuni-cations," says Huw Hampson-Jones, general manager of Siemens Nixdorf's telecommunications operation. There are all sorts of factors, such as the globalisation of domestic services and the domestication of global services. Telecom carriers cannot just offer domestic services any more. They have to find ways to keep their margins up.

According to Mr Hampson-Jones, suppliers are faced with, for example, having to supply VPNs to large corporations that can negotiate volume discounts. They cannot keep the margins up intelligent networks at their, of the network. Intelligent

and maintain competitive umes will not be as high as



How Hampson-Jones: 'A time of fundamental change'

with larger corporations, suppliers can keep their margins up if they can exploit the technology before their rivals."

According to Mr Hampson-Jones, two approaches to intelligent networking present themselves: "There is an interesting dilemma when it comes to deciding exactly where to put the intelligence in a network. One approach is to put it into the switching technology. The other which we advocate because it is better from the IT point of view - is to put the intelligence in another computer attached to the switch."

Intelligent network services rely on a high content of information technology to support them. Processes to identify callers and bill them properly, for example, must have access to very large databases, and the software and hardware technology has to be well advanced.

Intelligent networks need a lot of data and they must able to access it quickly and accurately if the service is to appeal to the user, says Mr Hampson-Jones. "A conventional IT computer is a far more secure place to do this compared with a telecommunications switch."

Although enthusiastic about the projected growth of intelligent networks, Mr Hampson-Jones is cautious it the speed of develophis. ment. "You can develop the "With intelligent net services very quickly - in a

"On top of that you might problems.

Adrian's got a headache

installed a Vocalis virtual operator.

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Finally, Adrian got through to a company that had

and he was able to speak normally to get the

in fact, the Vocalis system gave Adrian everything

information he required in no time at all.

The phone was answered automatically after two rings

VOCALIS

need to approach billing in a different way. As more telecommunications suppliers emphasise intelligent networks, they must get used to the flexibility it brings. The billing package must follow

Part of the answer lies in the integration of traditional computer applications with telephone systems - usually referred to as Computer Telephony integration (CTI). "CTI at the moment is

about call centres. They can offer a service but do not bave a direct correlation with customer databases. A lot of businesses want to take the next step and bring more integration between their call handling and data handling,"

One example of this is the cnstomer who phenes an insurance company to arrange a motor-insurance policy and then wants to talk to someone about life insurance. The data from the first call cannot easily be transferred along with the caller - leading to repetition and inefficiency.

We have recognised that being able to transfer the data at the same time as the telephone call is a step that many business want to take," Mr Hampson-Jones

may not be available for a says. Once a francister has few years yet, they will be commonplace by the year 2005. Indeed, the possibilities of intelligent telecoms networks are no longer in need the IT skills and an doubt. It is merely a matter understanding of the mar- of how long it takes to crack some tough programming

■ Billing: by Michael Dempsey

A new kind of crimin

Telephone fraud can be detected at an early stage by using new billing software

Even Scotland Yard can become a victim of crime. In March last year a computer hacker in the US ran rings around the famous London police headquartera. Exploiting the world of digital telephone exchanges to break into private branch exchange (PBX) at Scotland Yard via a computer modem, the hacker made international calls for free.

using police lines.
To add insult to injury he apparently passed the access codes to other hackers. Scotland Yard refuses to disclose the extent of its losses from this enterprise. But UK telecoms manstry analysts put the figure at about £1m.

The activities of computer hackers have received a lot of publicity. But telephone fraud is occurring in parallel with considerable evidence of organised criminal activity. One of the most effective places to build defences against this new breed of criminals is in the billing systems, the computer programs written to administer , transactions across digital exchanges.

Mark Johnson, fraud systems business manager at UK consultancy Applied IT, says billing systems can be written to detect fraud at an early stage. "Real-time software, called hot billing, reduces levels of fraud."

But this type of billing software is expensive. Applied IT is launching a stand-alone fraud detection program, the Frand Manage-ment System. Using the principle of rules written into the program FMS compares the patterns of different telephone accounts with the billing information typical of a franculent account. Depending on the size of the installation FMS costs from

£100,000 to £200,000. "We're looking for things like long duration interna-Although such systems flonal calls," Mr Johnson

company PBX these can be sold on to anyone who wants them. Mr Johnson claims that some UK companies have lost up to £250,000 through telecoms fraud in

just one weekend.
Another form of telecoms fraud, subscription fraud, involves perpetrators signing up for a service with no intention to pay. Fraudsters present copies of utility bills that are accepted as confirmation of an address, obtain services and run up large bills with a non-existent

With older mobile phone networks, transmissions are not bighly encrypted, permitting "cloning" to take place. When a cell phone makes a cell; it sends out two bits of information to the network the phone immber of the party making the call and the identity of the piece of equipment being used. The network does a check before the call is allowed to continue, assessme whether these two num-

bers are a valid pair. Because this exchange is transmitted over the airwaves it can be intercepted and downloaded lato another cellular phone by fraudsters equipped with a scanning device, a laptop computer and cabling to duplicate the identity of the original call. A legitimate customer receives the bill.

The clones are sold to members of the public keen to get unlimited overseas calls for free for a limited period. "Under normal circumstances it takes a month for these calls to reach the customer's bill and the person buying the clone can make three or four months of international calls before he's cut off," says Mr John-

For Mr Johnson the route to fraud is not critical. "If we're looking at stopping frand through pattern analysis the criminal's motive is much the same regardless of method. FMS will cut him off before the legitimate customer gets the bill. What we're doing is setting a threshold on the fraud, which networks can live

with as an operating cost." With potentially disastrous customer relationship implications for mobile phone aervice providers, fraud is an issue that must be confronted. Cellnlar phone fraud is estimated to be costing US telecoms carriers more than \$1.5m a day. Failure to detect fraud by

billing system analysis or other methods can lead to a severe bad debt problem. Much of what is described as bad debt is actually fraud. UK mobile phone operator Vodaphone, which has 2.55m subscribers, has spoken of losing £10m due to fraud over 1994/5. The

level of cloning fraud is now down to £5m, Vodaphone

Scrutiny of billings and logging calls is the name of the game. Any discrepancies or anomalies can instantly be recognised," a Vodaphone spokesman says. "By 1997 fraud losses there are expected to fall to 0.75 per cent of overall turnover, with the introduction of a personal identification number that already protects 500,000 users of older anal-

ogue phones." Another big worry for the mobile phone industry is a lack of customer loyalty. Switching accounts from one service provider to another, an activity, known as churn, is prolific. In the UK and Germany the annual churn rate is as high as 32

Clucinnati Bell Information Services, or CBIS, pro-cesses 225m phone bills a year for telecoms operators auch as AT&T Wireless Communications. Among product offerings from CBIS in ChurnAlert, a package of software from US telecoms group Coral Systems.

ChurnAlert analyses the kind of billing information that should detect a customer about to defect to a rival. "There are several key factors," says CBIS product manager Jo Ellen Andrew. "It scans a calling pattern to see if the user would get a better rate from being on another payment plan. It spots contract anniversaries, flagging when a 12-month signing on period is coming to an end," she ways. If a nser has a high number of fafled calls; ChurhAlert draws attention to the fact that this is likely to be a dissatisfied customer.

Few mobile phone customers would object to having their bill analysed if It allows the phone company to offer them a cheeper deal. For the operators it is a case of surviyal, Ms Andrew claims that up to 48 per cent of US mobile users are switching service providers every year. "You can be increasing your subscriber base at 40 per ceut a year

ANNOVE IS GOING TO ROB OUR CUSTOMBES BLIND I WANT IT TO BE US

WE'VE GOT TO STAMP OUT FRAUD - IF

■ Call centres: by Michael Dempsey

Marketing down the line

More and more companies:are contracting out their telephone sales and support services

Goods and services worth about \$800hn will be sold over the felephone every year in the US by 2000, according to the US Direct Marketing Association.

Most of this business will

be handled by call centres, many of which will be physically distinct from the cus-tomer's operation and run on a contract basis by a third party. The Henley Centre, in the UK, estimates that more than 2m people will be employed in telemarketing worldwide by the end of the century.

Decisions Group is a £15m call-centre agency that provides support to Microsoft, the world's biggest software company. Japanese customers for Microsoft Network. an Internet access product have their queries dealt with by a 100-strong Tokyo centre set up in May 1995 by Decisions Group.

Each phone operator works on a PC and talks through user problems on screen. High-technology companies are generating a buge amount of business for call centre operators. Consumer demand for computer. products requires a lot of technical support, which phone," he says. "It had would be prohibitively never been tried before, expensive without the Everybody thought you had labour-saving attributes of to put a large sales force out the desktop PC. .

Microsoft chose a variety of support partners for its network throughout the rates. The quality of the world. Decisions does not support Microsoft Network critical factor." in North and South America. but it tries to ensure a consistent type of support across the globe for an international product, offering customers, in theory, the same level of support wherever they are.

There are still local differences, however. "Our call distribution is more customer database. advanced in Japan because we were setting up on a phone lines, run by private green-field site," says David companies and not a state Ronaldson, senior account manager at Decisions Group. Dual Tone Multi Frequency, the international

phone keypad, is more prevalent in Japan than in the UK. and Mr Ronaldson thinks DTMF can take a. minute off the length of each telephone query, allowing each operator to handle

However, in Japan there is a formalised business eti-quette to the phone query, with the operator expected to acknowledge most of the -customers' comments. This may cancel out the time saved by DTMF technology.

Microsoft's vision of a: wholly seamless international support operation is, therefore, not entirely practical. But the economics of call centres are sufficiently impressive to create a global demand from companies that crave the image of an open and friendly support operation. A 150-station international call centre from Decisions Group costs between £2m and £3m to set up, and the company says savings from outsourcing the operation should see that

money recouped by the cus-tomer inside 12 months. Decisions will sign a contract for as little as 25,000. Mr Ronaldson believes small deals can be useful test beds for large call centres. He used to work for the privatised UK utility Scottish Power, where telemarketing was under consideration.

We ran a campaign to see if we could sell high-value electricity contracts over the in the field. We found a variety of responses to telephone approaches to large corposales database was clearly a

Joyiplast is a family-run firm that is one of the largest manufacturers of costume jewellery in Mexico. Over the century it moved from distribution via department stores to selling via franchises and then on to direct mail, backed up by extensive advertising and a

The advent of digital monopoly, allowed manager Jacobo Camhi Sevilla to move into telemarketing. Historically, outbound callstandard format that identiing by Mexican businesses
fies the tones generated by a had been limited to debt collection by banks. Joyiplast graphic areas in Mexico signed up for a call-handling City. The company claims a system from the US company EIS International.

The EIS product, Call Processing System, is an example of computers integrated into Joyiplast's customer with telephony. In this case EIS software is tied to Joyiplast's own inventory computer system. This means a company agent phoning out knows which goods are in stock and how long they will

take to deliver.

The CPS deliver, tells the database to throw up a certain number of calls. A inherent in the system, known as a pacing algorithm, makes sure the number of calls made ont by agents is manageable. When the target is called and picks up the phone the agent begins talking through his

Agents work through a script generated by CPS and chosen to relate to this caller. So & customer who appears to have lost interest is reminded that he has not traded with the company for some time. Agents get all previous information on that prospect on screen. CPS prices range between \$4,000 and \$8,000 per agent.

Joyiplast has doubled the number of agents from eight to 16 inside 12 months and now makes 6,000 cold calls every day to selected demo-

purchase rate of 200-400 people from this activity. Mar-ket research cooducted during these calls is fed back database.

The emerging trend of predictive dialling is praised by Mr Camhi Sevilla as "the most cost-effective method of keeping in contact with and retaining existing fustomers as well as expanding the customer base".
Nick Velissarides, a mar

keting manager with Cable and Wireless-owned Mercury Communications, says the call centre is here to stay. The only question is how to implement it. "There are just two options: do you build it yourself or get someone else . to do it for you?"

Mercury has seen its busi-ness in this field grow exponentially, in 1992 it turned over £500,000 running call centres; by this year that sum had grown to £30m. It has entered into an alliance with Racal to provide a voice-network and call-centre operation for the financial services group Norwich

With a price tag of £35m over five years, this project illustrates why the telecoms industry will see more and more new players fighting for a place in the call-centre



6-7-8 November 1996 Montpellier, France Cyberspace:

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CABLE & WIRELESS

Internet telephony: by Paul Taylor

Cyberspace threat not taken lightly

While calls on the arranged times. Internet remain difficult, they are getting closer to mainstream usage

Less than 12 months ago most traditional telecoms of Internet telephony - making voice telephone calls over the Internet because of the poor speech quality, lack nience of making calls over the Internet.

Most industry analysts and many of those promoting Internet telephony, still concede that voice communication over the Internet is not going to put the telephone companies out of business overnight. But several recent developments including dramatic improvements in Internet telephony software packages, mean that the threat posed by Internet telephony is being taken more seriously by traditional voice carriers.

Even before these advances, the prospect of even free, cheap, long-distance calls - excluding the cost of Internet access - lured hundreds of thousands of personal computer users to explore Internet telephony. An estimated 500,000 people have tried out some of the more than a dozen Internet telephony software packages enabling Internet users to speak to each other via the global

computer network. These users have had to put up with the many limitstions of first generation Internet software that make a voice call over the Internet far more tricky than picking up the phone, and the

results rarely as satisfactory. The biggest problem with using early Internet phone software has been that both parties had to be logged on to the Internet to connect the call. Generally those with ordinary dial-up con-

A second drawback has been the lack of standards. Different programs use different signal compression schemes and connection protocols so both parties needed to be using the same software, or programs using the same compression and concarriers dismissed the threat nection methods, in order to communicate.

Another difficulty for users with dial-up access to the Internet, including most home computer users, has been that in order to link two computers via the Internet, it is necessary to know the Internet "sddress" of each computer. Unlike an e-mail address, which identifies a user, the address of a computer on the Internet known as an IP address - is not always the same. In particular, many Internet access services assign new IP addresses to users each time

they dial into the service. Most Internet calls are therefore connected using a generation products boasting third computer, or server, that acts like a telephone exchange. The server matches names, rather than computer addresses, of registered users.

Finally, the quality of most Internet voice conversations is often poor and signal delays are almost inevitable in conversations because of the way data is transmitted across it in "packets" which are assembled and examined along the route by dozens of other computers and re-assembled at their destination.

These and other limita-

tions meant that early Internet telephony has only appealed to the technophiles and to those such as university students in the US and new immigrants or expatriate workers who are far away from home. Indeed many people, including Bill Scheuster, chairman of PSI-Net, one of the world's largest Internet service providers. helieves Internet telephony will remain a nections to the Internet niche product appealing to could only maks calls at pre-

Similarly Research, the US-base technology consultancy, argued in a recent report that "while anything free is sure to gain a lot of attention. today's Internet telephony is just a hobby prodoct like CB

radio". Not everyone agrees. And a number of recent developments could help move secand generation Internet telephony products into the

 Netscape Communications, the main supplier of Internet browser software, and Microsoft, the world's largest software group, have huilt telephony functions into their latest browsers. Netscape has bundled its "Cool Talk" conferencing facility into Navigator Web VocalTec and IDT, two of

the leading Internet telephony software product suppliers, have unveiled second many naw features and improvements. For example VocalTec's Internet Phone for Windows 95 adds voice mail, caller identification and call waiting features to lts coftware while IDT's Net2Phone product enables Internet users to call any telephone in the world from an ordinary PC for a fraction of the normal cost.

Net2Phone allows voice deta to be carried over the Internet until it reaches IDT's US-based exchange where it is converted into a conventional telephone call ready to be received by any phone in the world. IDT charges 10 cents a minute for a call to anywhere in the US compared with the average \$2-a-minute charged by

international carriers. Meanwhile, VocalTec launched a service called the Internet Telephone Gateway Server last month which goes a step further by enabling every telephone user, regardless of whether they own a PC or a special VocalTec_Internet phone, to make and receive phone



see?" A number of recent dra its to voice made across the internet have made this form of telephony a more viable prospect

calls over the Internet. Microsoft and Intel, ths IIS chip-maker, have teamed up to develop Internet telephony standards. In March more than 100 other companies including Cisco and Sprint agreed to standardise voice, video and data integration into the World Wide Wah bringing the prospect of true inter-operability closer. Meanwhile, despite its lim-

itations, Internet telephony's growth has prompted concerns among some US companies. In March, the America's · Carrlera Telecommunications Association, which represents 130 long-distance telephone companies serving mostly small businesses, urged the Federal Communications Commission to regulate Internet telephone software suppliers as if they were telephone

companies. The association argues that Internet telephone software companies are competing unfairly in the accelerate the pace of call long-distance market price reduction, for business hecause they are not subject as well as individual users.

to the same FCC regulations that govern traditional long-distance carriers.

However, the deep divisions within the industry are also emerging. For example, tha largest US telephone companies including AT&T, MCI and Sprint have distanced themselves from the ACTA's action because they see the development of Internet telephony as a potential business opportunity.

However, as analysts at Nikko Europe noted in a recent report on the impact of the internet on telecoms company earnings streams. Internet telephony highlights the threat to traditional voice telephony pricing models based on distance and "the question as to whether telcos should counter this threat by acquiring Internet access companies".

At the very least many analysts believe the advent PROFILE Alcatel

A stronger mobile connection

After a year of intense activity chairman Serge Tchuruk's plan may be working

It is now almost a year since shares in Alcatel Alsthom plunged more than 12.5 per cent, following the announcement that the then ailing French giant of the telecoms equipment sector had suffered a first-half loss and needed restructuring to reverse its

The subsequent 12 months have been tunultuous by any standard. The Paris-based company has: reported the largest full-year loss in France's corporate history: embarked on a root-and-branch reorganisation to cut costs, involving the centralisation of purchasing, the restructuring of its telecoms activities along product lines rather than old national structures, and a severe pruning of the number of companies in the

 started discussions with the UK's General Electric Company about merging their GEC Alsthom power engineering and transport equipment joint venture with Framatome: the French state-controlled nuclear plant manufacturer, made public its interest in acquiring Thomson, France's defence and consumer electronics giant. But, while the pace of .

change may have been unsettling both for investors and the company's nearly 200,000 staff, it looks like the action plan presided over by Serge Tchuruk, the group's chairman since mid-1995, may be starting to pay dividends. - -Though group sales have continued to fall in the first half of 1996 to FFr74.3bn

earlier, turnover in the telecoms sector was up to FFr80.5bn from FFr29.1hn. This reversed the downward trend of 1995 when telecoms sales dropped below the FFr70bn mark. In a further encouraging sign, the group said its telecoms orders in the latest period were particularly strong advancing by more than 20 per cent.

While the profit implications of this upturn were not immediately apparent, the group confirmed earlier in the year it was looking to return to break-even in 1996. In 1995, the telecoms segment recorded a loss from operations before financing costs of FFr3.3bn. This included a FFr1.5bn non-recurring operating charge. The company said two-thirds of the decline stemmed from its network systems activities, with the market for network systems equipment marked by a .

evere drop in prices. Part of Mr Tchuruk's strategy has been to diversify the group away from its core business of big public telephone exchanges - it remains the world'a . leading supplier of switching systems with an international market share, by its own estimate, of nearly 23 per cent - and into more profitable mobile phone and telecoms

transmission equipment. But as far as mobile is concerned, the company faces a challenge to keep pace with the industry leaders. Mr Tchuruk acknowledged earlier this year in an interview with Business Week that Alcatel would not be able to catch up with the likes of Ericsson and Motorola in the mobile sector. But he suggested the company could double its market share to 20 per cent "which is the average worldwide share of all our products".

The progress the company has made in the area has come to analysts' attention. "Alcatel has worked hard to redevelop the system and regain its reputation, effectively re-engineering Its GSM systems and re-designing its handsets," said Morgan Stanley in a recent investment note. "We do not think Alcatel is too late to be a significant player in mobile communications."

To steer the group back to a good level of profitability by 1998. Alcatel's chairman has several other cards in his hand. The company retains a strong geographical presence in markets as different as France and China. Indeed, Mr Tchuruk has indicated that within a decade its China husiness would account for 10-12 per cent of global sales.

It is also expanding rapidly in other areas. In his address to this year's annual shareholders meeting in Juna, Mr Tchuruk singled out the acceleration of the company's presence in the US, saying sales of the group's telecoms subsidiary would pass \$1bn this year, "thanks to the succes achieved in transmission networks, against all its worldwide competitors".

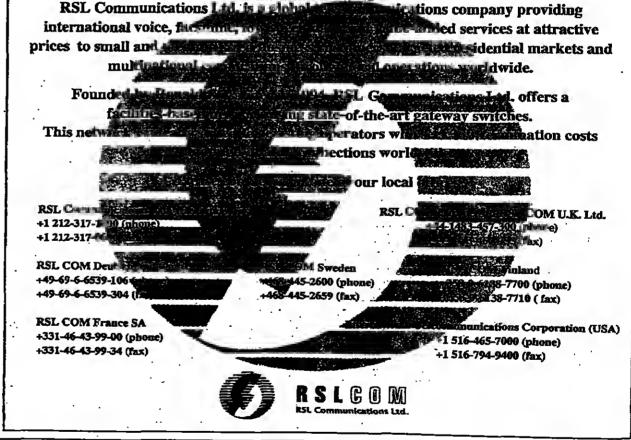
Meanwhile, tha company has weathered storms arising both from the corruption scandal that last year forced the departure of Pierre Suard, Mr Tchuruk's predecessor as chairman, and a separate legal wrangle concerning allegations of overbilling. This damaged relations with France Télécom, its principal client. Mr Tchuruk said in June he was "pleased with the atmosphere of confidence that has now been re-established with France Telecom".

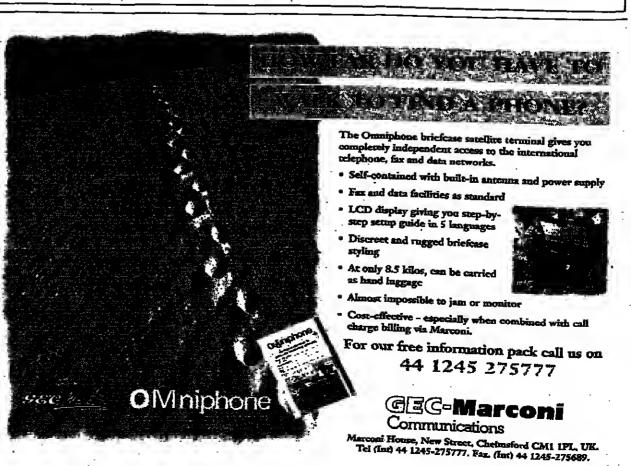
David Owen

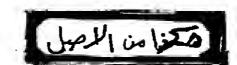
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SDH: by George Black

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Example 1

System sets a high standard

SDH is becoming the industry norm as the networks catch on to its advantages

SDH (Synchronous Digital Hierarchy) has matured into a standard for high capacity transmission across most of the world.

Backed by the European Telecommunications Standards Institute (ETSI), the SDH infrastructure is being installed by network operators and large companies everywhere except in North America and Japan, where an offshoot of SDH known as Sonet is the standard.

Over the next five to 10 years SDH looks set to trans-form the telecoms industry by bringing very high reliability, resilience and flexibility to networks, as well as being able to handle much more traffic.

In the long term it should also reduce the costs and increase the profitability of the operators because networks will used less duplicatiou and less maintenance.

"SDH is primarily about improving reliability." says Chris Lewis, principal analyst at Yankee Group Europe.

"If your road network is blocked up there is not much you can do about it, but if your telecommunications network is blocked up you can easily reconfigure it using SDH," says Dr Joseph Shapiro, corporate marketing vice-president for the SDH multiplexer manufacturer ECI Telecom.

For network operators, installing SDH is a necessary preliminary for supporting traffic which uses ATM (Asynchronous Transmission Mode), another emerging standard for high-speed networks. Together they can support the use of multimedia applications, mixing voice, video and data ser-

SDH was designed to run at 155 megabits a second. This matches ATM in most cases, but SDH bas already been boosted to 25 gigabits and is claimed to have the potential for 256 glgabits.



cal fibre. SDH can cope with volumes of traffic bette

older equipment based on the Plesiosynchronous Digital Hierarchy (PDH) stan-dard in national networks. PDH is less able than SDH to support ATM and lacks its

reconfigurability. Most operators believe SDH is superior in delivering interoperability of aystems and can cope with fast-rising volumes of traffic better. Unlike SDH, PDH never attained the status of an international standard.

SDH enables operators to manage networks from a central point. In the event of a failure it re-routes traffic automatically. It can be repaired quickly with software tools as it is remotely controlled.

Operators are installing it as fast as possible because it is potentially a competitive weapon, enabling them to provide better service and greater bandwidth. New operators, especially of mobile networks, are combining SDH fibre optic and radio systems to move into business more quickly.

Many operators have

It is rapidly replacing extending it to local of access. Large companies are also starting to use SDH, rebuilding their networks to Improve communications between sites.

Network operators world-wide have been investing heavily in SDH. By the year 2000 fully SDH networks are likely to be widespread. Worldwide, Australia has

probably been the mostenthusiastic in taking up SDH and has done this through the national operator, Telstra. In Europe, Germany has spent the most on installing SDH, mainly because Deutsche Telekom has rushed to buy the equipment while it is still a state monopoly. After privatisation it would probably not have been able to justify to Its investors such a large expenditure in such a short time but would have had to phase it in over a 10 to 15-

In the UK, Energis, the network operated by the National Grid electricity supply company, is the largest user, having implemented already installed SDH in SDH throughout its network their trunk routes and are as a greenfield site.

year period.

Alistair Henderson, the branches and users' points firm's head of network strategy, says that SDH'e reliability has enabled it to provide eervice level agreements that guarantee the availabil-

> its customers. These are mainly users which depend on very high availability, such as the BBC, Mirror Group newspapers and Thomas Cook travel agency.
> British Telecommunica-

tty of network services for

tions and Mercury have also been moving towards adopting SDH; BT has already implemented it to boost the reliability of its services to

France Télécom still has more old coaxial cable than BT and is heavily reliant on PDH, but the need to follow the rest of the world in adopting ATM may force it to speed up its adoption of

Beyond Europe, SDH has been euccessful because many countries follow European telecoms etandards. East European governments. particularly the Czech Republic, seeking to modernise their infrastructures, are looking to SDH as the basis

Likewise, the Chinese govermment is investing heavily in SDH as part of a bid to catch up with the industrialised nations in its communications. In the Middle East, Israel and Saudi Arabia are

both firmly committed to

using SDH.
As the demand side expands, the supply side may contract. Research and development costs have already far exceeded forecasts, partly because the manufacturers have had to shift their effort from hard-

ware to software. "Five years ago R&D on PDH was 90 per cent hard-ware. Today R&D ou SDH is 70 to 80 per cent software," says Ian Taylor, a business manager for Alcatel Telecom, a leading SDH manu-

facturer. With each enhancement to SDH, manufacturers need to add more to the hundreds of millions of pounds they have already invested. Some may well decide they cannot afford to go on alone, which may produce more mergers and partnerships.

Ericsson has to a great extent gone over to selling other manufacturers' prodncts. Nortel (Northern Telecom) has decided to collaborate with former competitor DSC (Digital Switch Corpora-

Siemens, GPT (GEC-Plessey Telecom, in which Siemens has a controlling share) and italtel have chosen to form an alliance to develop new SDH products. Even Lucent Technologies (formerly belonging to AT&T) does not provide complete systems by itself but has enlisted partners such as the radio and satel-

lite specialist Nera. SDH and Sonet are not compatible within the same network, but SDH and Sonet networks should be fairly easy to connect, Bernie Jarvis, director of strategy for public networks at GPT. says that a limited amount of interworking between SDH and Sonet is already possible. This will increase steadily as operators and the International Telecommunications Union work on interoperability.

Armed with a powerful asset

One highly profitable asset - a digital switching system - is what drives the public telecoms division of Hemens, Germany's second largest industrial group, and one of the few German companies with world market leadership in a number of cutting-edge technologies. This asset cross-subsidises a variety of other activities in the same

division. In terms of public telecoms products. Siem and its subsidiaries is mong the world's top three producers along with Alcatel and Lucent. It claims to be market

eader in sub-segments such as narrow band technology - the networking technology used in ordinary telephon; where its EWSD digital system is its cash cow. EWSD is used by 288 telecoms operators in 86 countries, with 110m connections. Most of these about 32m, are inside Germany, followed by China and the US. Siem

market leader in eastern Until the 1970s, Stemens telecoms was merely the in-house supplier of the Bundespost, the former German telephone monopoly. But from a rate of 40 per cent in 1979/80, the division's foreign market share should reach 70 per cent this year, and this is forecast to go to 80

technology is also the

per cent in three years. In telecoms networks based on Synchronous Digital Hierarchy (SDH) an international digital transmission standard introduced three years ago - Siemens claims to hold a market share of 82 per cent, ahead of Alcatel at 21 per cent.

As well as traditional narrow-band technology, the wide spectrum of

activities in the public telecoms division includes:

· Access networks, which are uetworks connecting the end-user and the telephone uetwork; Broadband technology for the transmission of large amounts data such as those used in multimedia:

Transport networks, for

transmission between switching stations; Intelligent networks, operators to offer special services such as freephone; Network management,

offering administrative services: · Network engineering, which provides turnkey solutions for complete telecoms systems;

Cables; and Mobile networks. In mobile networks Siemens once lagged behind the competition "Siemens has made mistakes in this business area," says one analyst, who points to mobile telephone stations as an area that the company was slow to develop. "They

failed to bring a base

station to market in time. Siemens claims that its technology in mobile telecoms has made much progress since, and that me third of all users of the Global System for Mobile Communications (GSM) standard, the predominant digital standard in Europe, route their calls via

The profileration of telecoms services, and the demand for more custom-made services is also driving sales of an increasing number of products and services. Siemens' Telecoms Management Network and the Intelligent Networks units supply technologies allowing phone companies

to offer customised

services, such as

Siemens' base stations.

freephones, poiversal numbers (where national calls are charged at special rates), virtual private networks and internal corporate communication systems, which use public networks but behave as

though they were private. Increasing use of the Internet is also leading to new technologies. Siemens is developing a telephony system allowing users to communicate via the Internet, a system already on the market, but with quality as yet uot comparable to that of

standard voice telephony. Another division in this complex web of businesses is the cable manufacturing. Siemens is Germany's only representative in this area.

From its conservative days in the 1970s and 1980s, Siemens now has a solid portfolio of electrical and electro-mechanical divisions, and is at last promising improved earnings.

But despite its technological potential, the public telecoms business is not a star financial performer for Siemens although its performance has been ahead of that of Alcatel, its main European competitor in many segments of the market. Triggered by weakness in domestic business, the public telecoms division's turnover was only DM10.4bn to end-September 1995, a fall of 19 per cent

from the previous year. Turnover has since recovered and profitability is rising. Analysts forecast that the division's profit contribution of DM206m last year may go up to DM250m this year, and then to DM300m in 1997.

Wolfgang Münchau

Spirit. Mind,



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ines are drawn in phone wars

Telecoms companies must choose which digital system to use

When it comes to discussion of which digital cellular phone technology is best. the debate quickly develope the flavour of a religious war. Zealots on opposing sides deride each other and try to justify their own buge investments in their choice

Over the next few years, wireless telecoms companies around the world will choose between two of the main digital wireless cellnlar phone technologies.

The contest is between the US-developed Code Division Multiple Access (CDMA) technology and the European-developed Global System for Mobile Communications (GSM). Both technologies aim to replace the analogbased cellular phone systems with a digital service that can deliver data as well as voice and offer more capacity for phone calls and

CDMA was developed by California-based Qualcomm and offers several advantages over GSM. CDMA. however, has yet to prove Its claims of superior performance and capabilities. while GSM is an established technology with a large base of equipment providers. CDMA equipment is still difficult to find and the tech-

European celiular technology



successful transition from the lab to the real world.

For many companies investing bundreds of millions of dollars in setting up digital phone networks, the issue is one of betting a large amount of money on a potentially superior technolnology has yet to make a ogy or taking their place in

> betting that CDMA will work as advertised and help them eventually to carry larger numbers of users. Qualcomm originally claimed that CDMA would offer as much as 40 times the capacity of analog cellular systems, while GSM has about three to four times

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But over the past few years, the CDMA claims have been revised and data collected from field trials indicate that CDMA could

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the market quickly with an offer about six to seven established technology. times the capacity of analog Many US companies are cellular. This would narrow facing this problem in their the gap between CDMA and

bid to set up regional and CDMA offers the US PCS national personal communications service (PCS) netindustry the best investment works. After paying the US for the long term because of government more than its higher capacity, better \$10bn for PCS network sound quality and lower licences, US companies are power consumption, but it faced with the difficult decicould take two years to deploy commercial CDMAsion of reaching the market first with a GSM service or based PCS systems. That is a long time to keep millions of dollars tied up for PCS licences without baving any revenue coming in.

The GSM-based PCS system is called PCS-1900 in the US. This system allows companies to move into the market more quickly, possibly within a year, and thus start more capacity than analog generating revenues and building market share before their competition.

GSM also has the advantage of communications equipment that is cheaper than CDMA'e because of

higher manufacturing vol-

In contrast, CDMA equipment is still in its first generation. It will take some time for it to develop the same economies of scale.

The development of CDMA chips for cellular phones has also lagged, while there is much more support for GSM in terms of chips, software and operating experience.

US market research form Giga Information estimated the chip content of a CDMA phone cost \$90 at the end of 1995. This compared with about \$60 for GSM phones. CDMA chip prices are certain to drop over the next few years, but so will tha price of GSM chips. Giga believes that CDMA chips will still cost more than GSM chips. Some of the largest US

companies have chosen CDMA for their PCS networks. They represent about half the potential market when measured by possible end-users. The rest have chosen GSM or a variation

The first GSM network in the US was activated in the Washington DC area in November 1995. Several other GSM networks are

The California-based Pac-Bell Mobile had a GSM network in San Diego in time for the recent Republican erty convention. This gave the company a good publicity opportunity when it offered Republican delegates free phones

Other US companies are betting their money on CDMA. GTE of the US has begun a customer trial in Austin, Texas, and plans to roll out a commercial CDMA network in San Jose, California, and other markets in

"CDMA is the digital standard that will ultimately best support our customers with future wireless applications," says Bon Grawert, executive vice-president of operations for GTB's wiress busine

He listed CDMA'e advantages over other digital standards as improved, static-free voice transmission, greater conversation privacy, longer battery life, per cent. and a decreased possibility

He added that CDMA also Scandinavia. But even in allowed more customers to countries like the US and the use their cellular phones at UK, where mobile growth the same time. In other countries teleetration rates remain below

coms companies are facing 20 per cent. They are much the same issues as their US lower than that in other CDMA was given a boost when the Japanese government recommended that will be more than 350m sub-

firms in Japan should use But GSM supporters say that the recommendation is a political one rather than one based on the technology's merits. They say that the Japanese government is seeking to encourage use of

are closed to foreign compa-Other countries in support of CDMA are Singapore, Hong Kong, South Korea and Brazil.

US technology to overcome accusations that its markets

GSM has been the technology of choice in many developing countries where GSM networks can be quickly established and are snp-planting older telephone networks. GSM has been hosen over CDMA in Poland, China, Slovakia and

The battle between GSM and CDMA will uitimately be decided in the marketplace. Unfortunately, the cellular phone user will be tha loser because the two technologies are not incom-

patible.

Digital wireless phone users will find their phones unusable when travelling through certain areas. And because GSM in the US uses different radio frequencies from those in Europe, far-thar incompatibilities will inconvenience users.

confidence NEC and Panasonic.

The number of ceitular subscribers in the world is still growing at 50 per cent a year

Crackling with

Mobile suppliers: by Hugh Carnegy

The industry is

growth to come

growing mobile networks

have suffered alarming dis-

ruptions over the past year.

sale of handsets. Latest esti-

mates show that the number

of mobile subscribers in the

world, which has this year

at an annual rate of some 50

Penetration rates have

has been relatively fast, pen-

potentially big markets such

as Japan, France and Ger-

many. Estimates that there

works to the individual tele-

nies: Ericsson of Sweden, Motorola of the US and Fin-land's Nokia. Between them,

they hold as much as two thirds of the world's mar-

the industry.

A hiccup to demand in the

much more

worldwide

The press of competition convinced there is and uneven developments in different markets have jolted Ericsson, Motorola and Nokia over the past year. A key catalyst to a sharp fall in their share prices at the Like the crackles and end of 1995 - Nokla's market dropped eignals that often value was cut in half between September and the turn of the year - was a disrupt a mobile telephone call, the big equipment sup-pliers to the world'e fastslowdown in growth in the US, which accounts for 25 per cent of the world's

mobile market. Demand elowed as US US - the world's biggest sinoperators moved to introgle mobile market - fears of duce new digital networks: a elowdown in worldwide growth in the older generation analogue networks stal-led in anticipation, but the growth, and falling prices, prompted by growing compe-ied in anticipation, but the tition, have all conspired to new networks were not yet hit profit margins and share on stream. Compounding the prices - sometimes spectacuproblem for the European suppliers was the decision But despite these upsets, the industry remains confiby eeveral of the biggest operators of digital networks dent that there is still much to choose systems based on

an operating technology more growth to come in both building mobile network called CDMA which Ericsson and Nokia do not supply. . infrastructure and in the At the same time, growing competition led to tumbling prices for handsets - by as much as 25 per cent last

passed 100m, is still growing year, slicing profit margins. The hiatus in the US hit Motorola hard, contributing to a weakening of group for fraudulent use of the cel-reached as high as 25 per profits that has continued tular system. reached as high as 25 per profits that has continued cent of the population in this year. Nokia, with its high exposure to the handset market, was also hit. Nokia's problems were compounded by internal foul-ups in its production. Ironically, these were in part caused by the difficulty in keeping pace with the sheer rate of growth it had experienced in

Comparison of world markets

scribers worldwide in the year 2000 are regarded as quita conservative within Shillion (1994 prices) The supply of mobile equipment. from the switches and radio base stations that underpin the netphone handsets, is still dominated by three compa-

Ericsson, which claims 40 per cent of the world's mobile subscribers are hooked up to its systems, is the leader in infrastructure supply. Motorola leads the sala of handsets, followed by Nokia. But all three supply both infrastructure and handset equipment. The dominance of these

three is not universal, however. In north America Lucent, the former AT&T equipment supply division, and Canada's Northern Telecom are big infrastructure suppliers. In Europe, Germany's Siemens and Alcatel of France are also fighting for market share. In handsets the three leaders face competition from a growing number of companies, including those four. Others include Philips from the Nstherlands and Japan's

the previous three years. In the first half of the this year. Nokia'e profits erashed from FM3bn to FM1.13bn.

Ericsson, with its proportionately much greater reliance on the more stable infrastructure business, has not suffered such swings. It posted a 31 per cent rise in profits in the first half of this year and struck a confident note about the remainder of 1996.

Part of Ericsson'e confidence is explained by the belief that barriers to entry to the infrastructure bueiness should mean that margins will not fall as precipitately as they have for

Ericsson clearly will not sweep the board in the new generation of networks in the US now that key operators have opted for CDMA. But its powerful position in the European digital standard GSM and GSM-related systems - which are the fastest growing network choices outside the US gives it great strength. Likewise, Nokia intends to cash in on its similar GSM strength in infrastructure as more networks are established worldwide and importantly - operators seek to build out existing networks to expand capacity

and coverage. In handsets, the pressure is likely to be greater on the established big groups. They have an advantage in having big volumes to enable them to withstand falling margins. But the smaller competitors are likely to be willing to sacrifice profits to build up the market share that will give them critical volume mass later.

Much greater market seg-mentation between limited function, cheaper handsets, and multi-function, expensive phones is already begin-ning to develop, with a growing emphasis on styling and marketing. The awkward challenge to the existing dominant groups is to win such a battle against companies such as Philips and Panasonic which have much greater experience in con-

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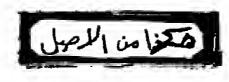
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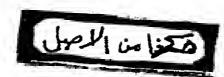
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Dear Reader,

The Financial Times publishes country, industry and financial surveys (ie. separate editorial features) several times per week. In order to help ensure that these meet your needs as a reader, we have commissioned Framework, an independent market research company, to conduct a research project. Please could you help us by taking a few minutes to complete this questionnaire, fold, and seal return it to the research company using the International Business Reply Service - you do not need a stamp

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details. If you have any further comments about this, or other FT surveys, please do not hesitate to write to me directly.

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The technology is at last being embraced as competition intensifies

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After half a dacade of promise, the telecoms industry is finally adopting ATM technology. And it is doing so at an increasingly rapid pace. As with other aspects of telecoms, competition brought about by deregulation and the growth of the Internet are driving forward ATM.

ATM ATM (Asynchronous Transfer Mode – confusion with automated tellar machines has not helped sell the technology in some markets) is a set of digital communications standards that define a technology for rou-teing messages between customers.

Two communications links now serve most desks, the telephone and the network for the computer or work-station. ATM can unite the two. It can also unite the local area network (Lan), the corporate wide area network (Wan) and public telecoms networks.

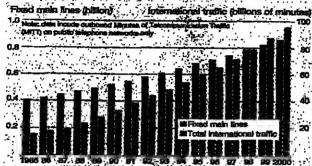
Unlike older synchronous systems, ATM circuits do not establish fixed links, holding the connection and all of its capacity even when there are gaps in a conversation, for example, or when the call contains less data. ATM takes a message - a telephone call, signals from

a video conference, computer data, or any other information - and turns it into small "cells".

As well as its payload, the into a network, through a communication data, each fibre-optic trunk, or a copper digital cell carries housekeeping information including addresses of the call'a destinations. Lika wagons travelling along a railway line, each cell can carry a different customer's traffic, travelling in the most efficient order. The cells come together at the end of the journey, as directed by the addressing information, to recreate the entire consign-

word in ATM technology. Video and high-quality graphics are high bandwidth applications; they send a lot of data through a network in a short time. Voice needs very little bandwidth. ATM allows the efficient combination of high and low band-

available but only in some markets.



PROFILE Lucent Jechnologies

No stranger to innovation

Few telecommunications equipment suppliers can trace their history as far back as 1869, but Lucent Technologies, the unit recently spun off from AT&T, has a tradition of innovations that has it well placed for the changing

Along with its strong

position as a key supplier of cutting-edge telecom equipment, Lucent also has the well-regarded Bell research laboratories and is involved in the development of new manufacturing technologies for advanced chips used in telecoms applications. It is also pioneering technologies such as its Inferno operating system, which could transform the way telecoms networks are used and spawn a significant market for new communications devices

The big news at Lucent this year was that its parent, AT&T, planned to take Lucent public with an initial offering valued et about \$15bn. AT&T said that the Lucent spin-off would allow Lucent to compete better in sales to telephone companies without the problems associated with being linked to a large US long-distance telephone

A key feather in Lucent's cap is that it now has control of the famous Bell Labs, which have been a fertile ground for developing successful new technologies. With strong competition in the communications market. Lucent hopes Bell Labs will give it a competitive edge. Bell Labs has helped

AT&T register an average of one patent a day since 1925. Its communications technology contributions include the development of TV transmission, the transistor, the laser, the first communications satellite Telstar, touch-tone telephones, and key software technologies. notably the Unix operating aystem and the C++ programming language.

As software becomes an increasingly vital part of managing complex high-speed telecoms technologies such as frame relay and asynchronous transfer mode, a strong software base is an important asset.

Lucent is trying to establish its Inferno system software and Limbo language as an industry standard for enabling a wide range of software applications to be distributed over communications networks and run on virtually any hardware platform. This is a similar approach

to that pursued by Sun JavaOS systems software and Java computer language. An advantage of technologies such as Inferno and Java is that software developers can create just one version of a the application on computer devices ranging from set-top TV boxes, handbeld wheless computers, desktop. PCs and mainframes. This saves developers an enormous effort in porting their software to different

hardware platforms. Mike Skarzynski, vice-president and general manager of Lucent's Inferno business unit says: "Inferno comes out of Bell Labs and it has some of the same team of developers that created the Unix operating system. It will solve a real need in the market that network service providers and others are facing."

He notes the comparisons

made between Inferno and Java, but says that the two technologies are complementary. The Inferno operating system is designed to take up as little as IMB of memory, making it possible to run Inferno and its applications on a wider range of computer devices without a large system memory. Native versions of Inferno have been developed for X86, MIPS, ARM platforms, PowerPC and Motorola

microprocessors. Inferno, however, will face a hard road in establishing itself in the wake of the enormous support that Sun'a Java has received. Large telecoms companies and computer companies have announced plans to license Java and develop Java-based

"AT&T has not had much success in recent times in . establishing some key computer technologies. It was a big supporter of General Magic'a Telescript technology which offers some of the same benefits as Inferno. And Java has captured a lot of attention." says Scott Rubin, an analyst at US market research firm Jupiter Communications.

Although Lucent says it will support Java applications, competitors such as Nortel and Siemens Rolm are both strong Java supporters and are likely to prefer using Java instead of Inferno – a technology from a big competitor. Lucent faces a risk in that its strong focus on Inferno could lead to a dead-end in terms of support from key third parties and that it may wind up behind the market when it comes to Java applications.

satellite company, demonstrated that commercial satellites can carry ATM traffic. Later this year Comsat will offer new ATM services, free for a promotional trial. ellite telecoms system.

period, over the Intelsat sat-In theory, ATM allows customers to buy bandwidth on demand, to dial into a net-Bandwidth is the magic traffic they wish. No longer would customers need to book lines for video conferences, for example, But this depends on the arrival of switched ATM that customers can call up in an instant, a facility now becoming

Tha days when a strong

company such as Lucent

with key technologies are

modern communications

technologies requires

partnerships. Lucent is realising the need for these

key partners in various

markets. Earlier this year,

it announced an alliance

with network equipment

provider Bay Networks to provide integrated voice and data networks over

ATM for use in multimedia

A key management idea

influencing Lucent and

competitors as potential

partners in what is termed

will be announcing more

partnerships in this vein

more multimedia data

communications, new

trying to position its

flagship 5E switch as capable of supporting any type of media such as voice,

wireless, video, and computer data.

The popularity of the

Internet has placed great demands on telecoms

companies to increase the

speed of access for Internet. users. Current modem

telephone lines is limited to

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while Integrated Services Digital Network modems

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128 kilobits, Lucent has

Digital Subscriber Line

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However, earlier this

Paradyne ADSL technology

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Technologies explains, "Lucent Technologies can

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of the same challenges that

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technology base should

ensure future successes

Tom Foremski

While Lucent faces many

access to Paradyne's

its competitors are

as a customer.

Paradyne's technologies

John Berndt, president of

Paradyne's. This should

technologies available

over copper phone lines.

ear, Lucent sold its

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markets for Lucent can be

created. For example, it is

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As corporations require

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gone and the complexity of

could forge ahead alone

Driving technology: global traffic growth

By making more efficient ceived as a standard for the use of a telecoms link, ATM world's telephone systems, can cram much more traffic so far it has done more for into a network, through a data traffic over Lans, a relatively minor application cable for example. In 1993 when the idea surfaced. Comsat, a communication

ATM has already made an impact in the healthcare sector, where hospitals, media facilities and university medical centres use ATM video conferencing, distance learning and remote diagnostics.

Other targets for ATM technology include natural resource exploration, film production, publishing, news delivery, research and educa-tion, and banking and finance.

With so much going for it, why has ATM taken so long to catch on? It turns out that achieving all the potential is not as straightforward as the propaganda suggests. ATM should have been launched as the best way to offer high speed data services, rather than a way of integrating voice and data, says Mr Dun-can Black, manager of Mercury'a Technical Consul-

"It wasn't sold that way, which is why ATM has got a bad press," he adds. "Voice is not an easy thing to inte-grate with an ATM structure." Mr Black does not expect ATM to make significant inroads into voice traffic for "somewhere between five and 10 years".

These are indeed still early days for ATM in public telecoms networks. BT and France Télécom held the first video conference test between the UK and France, using the European ATM Pilot network, as recently as August 1994

The state of ATM technology means that there is still room for research, The European Union launched a follow up to the ATM Pilot net-work in April. Project James (Joint ATM Experiment on European Services) is a collaborative project between 18 European network opera-

Project James will conduct research into the use of ATM technology for broadband networks with the aim of developing a Europe-wide ATM-based interconnection structure together with asso-

ciated experimental services. ATM has made more progress in data communications where there are two key drivers in the spread of the technology. One is the rapid traffic growth. The other is the demand for high bandwidth for certain applica-

tions, and the subsequent need to integrate those customers with existing networks. Networks installed for internal e-mail now carry

World Wide Web pages as companies install 'intranets'. These internal WWW sites are used for auch things as centralised sales records and service manuals. With increasing use of graphics, movies and sound, all heavy consumers of bandwidth, sending this information across the Lan can quickly outstrip its capacity.

"It blows the average cor porate network out of the water," says Mr Black.

A major advantage of ATM is that it offers the possibility of quickly increasing capacity by bolting on extra modules. ATM is, says Mr Black, "the only technology that really does scale up

While 95 per cent of the people on a network may not need lots of bandwidth, they still have to be connected to the same network. This connectivity is only now becom-ing possible at a reasonable cost. Until recently, says Mr

THE TECHNOLOGY OF 08 21 DANHT 21HT ADVANCED I CAN'T TALK TO PEOPLE WITH ORDINARY PHONES





Black, too little effort went into integrating ATM into existing networks.

There just wasn't the hardware around to bring ATM to the desktop. This is now beginning to happen, he explains, as companies like IBM offer the technology to bring ATM to the desk more economically.

IBM'a own experience shows that potential customers overestimate the likely cost of implementing ATM. The computer company sponsored a survey earlier this year by Total

of 277 organisations in the UK was that network managers estimate the cost of ATM at £750 per user which

that it the costs are not significantly more than for

The survey showed that while just two of the compa-

The merger of the local available, and corporate network, the the public telecoms system, man backbone' ATM system be left behind.

One finding in the survey is about twice the true

Tha market for ATM could explode when people realise older technologies.

nies questioned had already implemented ATM, some 14 per cent expected to do so within a year. Of this 14 per cent, 46 per cent aim to use ATM on the Lan backbone, 36 per cent plan to use it for Wan connections, and 26 per cent intend to extend it to the desktop.

has prompted alliances for Deutsche Telecom in between companies that serve the two sectors. Earlier this year, for example, the electronic giant Siemens and the Canadian company Newbridge Networks, a lead-ing supplier of network products and systems,

announced a co-operation agreement to "push the development of ATM technology and integrate their ATM products reciprocally in their respective product Siemens is a leading sup-

plier to the public telecoms industry. Newbridge claims to have more than half of the ATM Wan market, a position it has built up in its 10 years existence. Ernst-Heinrich Goeldner, of Siemens's Public Communications Networks group, believes that the alliance between the two companies will overcome the separation. of telecoms and data han-

"The only way to stay in business," says Dr Goeldner,
"is to be on both tracks and to combine the data and traditional carriers."

There has been interest in ATM in the public telecoms sector for a few years, says Dr Goeldner, but products that can provide a stable communications backbone are only now becoming

For example, 'ATM on Lan and the Wan, and the demand is still new. Sie-desire to connect these to mens installed the first Cer-

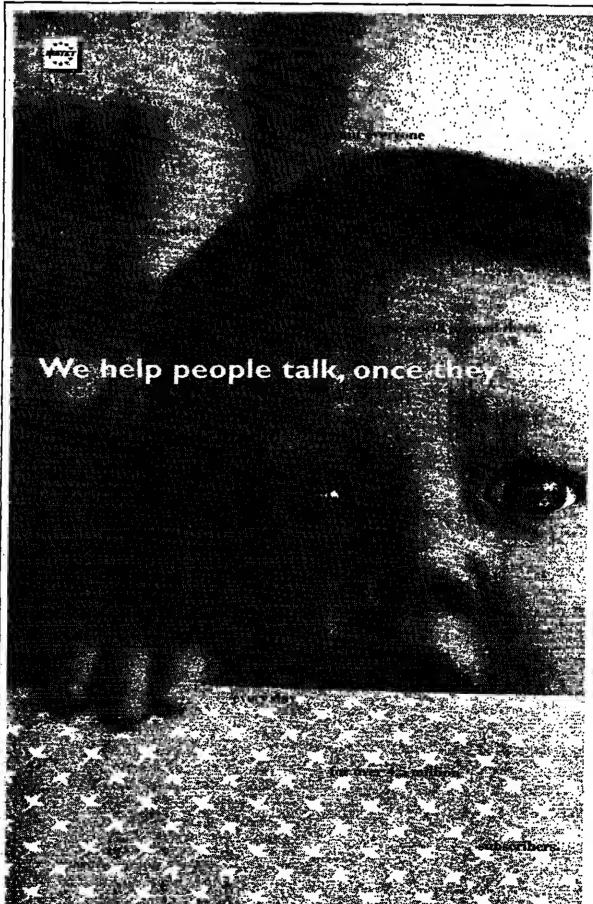
1994. In July this year the company introduced its first switched ATM service. The industry is now reaching a position with ATM, says Dr Goeldner, "where we can show people what can be done and not just put it on

With reliable technology coming on stream, a major driving force behind the growth of ATM is the spread of deregulation and the arrival of new carriers. Mike Wilkinson, Product Marketing Manager for ATM with Newbridge Networks, believes that the technology provides new entrants into the telecoms market with the foundations for networks that can grow as they add new services.

For example, says Mr Wilkinson, new carriers offer to replace leased lines with virtual networks built around ATM technology. The carriers can then expand these networks relatively easily to offer new services.

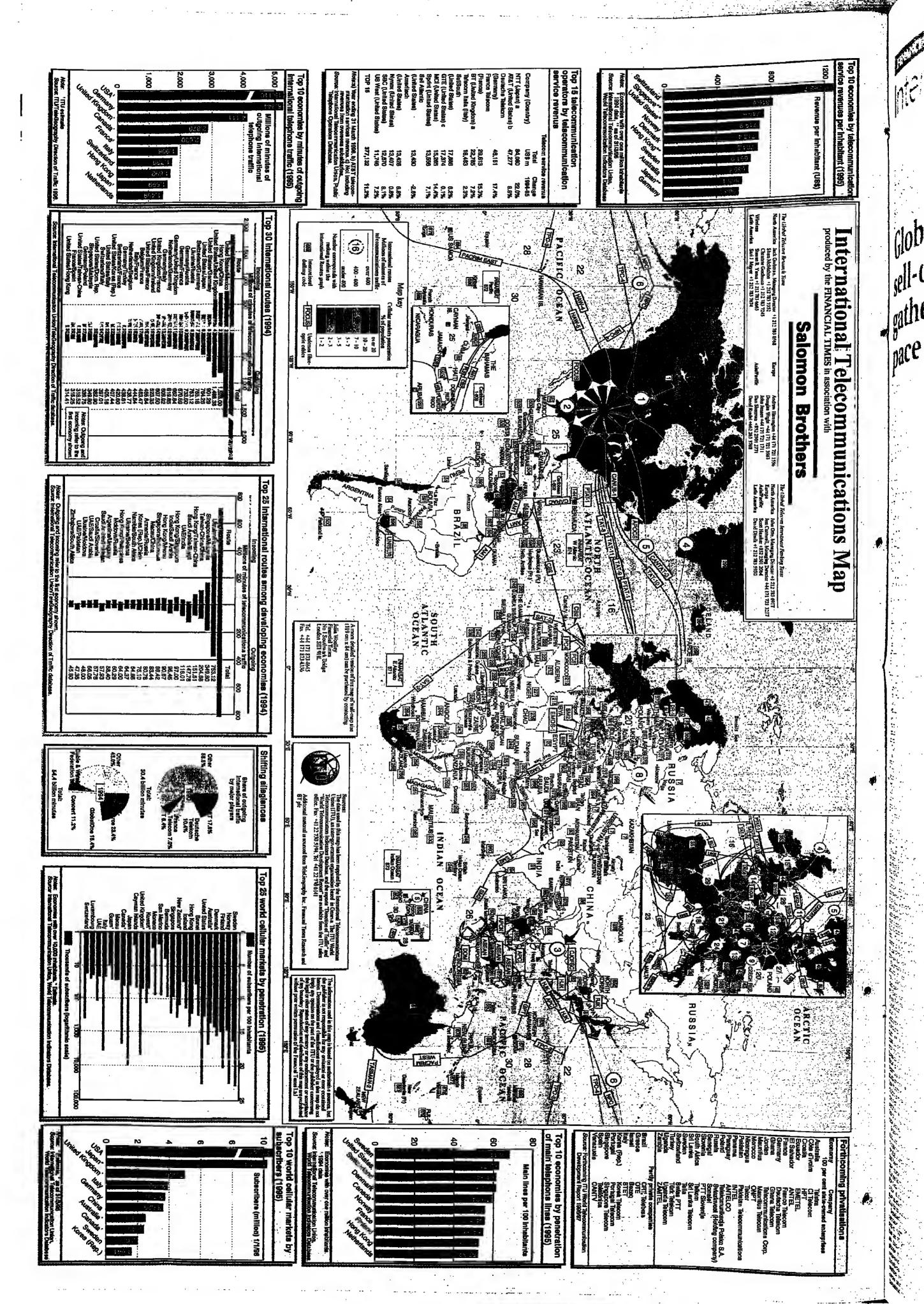
"ATM platforms are an excellent delivery mechanism for these new ser-vices," says Mr Wilkinson. There is more ATM where there is competition, he

Established carriers do not want to be caught on the hop, so even though they have huge installed systems based on older technology, they are committing themselves to ATM so as not to



roaming.





مكناه المهل

Interview: Alan Cane talks to Filchard Brown, newly appointed chief executive of C&W

phone services

Germany and DT: climate of competition in Europe's largest economy and the prospects of Deutsche Telecom Finance: the investment banks benefitting from the telecoms boom

Europe: developr in France, Italy, the UK and Pages 6 and 7

Japan, Talwan, China, India

The Americas: recent trends in the US, Canada, Mexico and Brazil.

International TELECOMMUNICATIONS

While national governments are busy liberalising their telephone industries, the rate of change, shows broad geographic differences, writes Alan Cane

Global sell-off gathers pace

The global telecoms husiness is peering into a future guaranteed to bring unprecedented structural change as a result of liberalisation, globalisation and a shift from traditional telephone services to multimedia.

Companies once seen as natural state-owned monopolles are being privatised at a rate which will force the investment community to dig deep into its pockets. A first tranche of Deutsche Telekom comes to market in November with a \$10bn price tag. Stet of Italy and France Télécom are expected to fol-

At a technical level, moreover, the industry is faced with replacing the infrastructure of the global telecoms network hefore it creaks to a halt under the burden of demands from customers which were never envisaged when the present network was designed.

Opening up most of the world's telecoms markets to competition remains crucial to the creation of an advanced international telecoms network capable of supporting a global econ-

World Trade Organisation talks earlier this year failed to secure such a global agreement. A new deadline of Fehruary 15 next year has been set in the hope that enough major countries can be persuaded to promise to open their markets to the extent that an accord can be

ever, shows broad geographic differences. The North American market, which accounts for 30 per cent of the world's telecoms traffic, is in a ferment of activity over opportunities made possible by the 1996 Telecommunications Act, which opened the country's local, long-distance and cable television service markets to full competition.

It allows, for example, the regional phone companies, the "Baby Bells", to compete with AT&T and other long distance carriers in the lucrative long-haul market. Only weeks after the passage of the Act. a number of the Bahy Bells have picked strategic partners to Improve their competitive position. SBC Communications and Pacific Telesis announced a merger in April. Bell Atlantic and Nynex followed suit three weeks later.

The ground rules for competition in the US in this newly ltberatised environment have vet to be finalised. Reed Hundt, chairman of the Federal Communications Commission, the regulatory body charged with setting the rules, said earlier this month: "If we do our job right, we will pull off the most successful bit of demonopolisation since the break-up of the Standard Oil Trust in 1911; we will boost America's world leading pro-ductivity rate; we wilt stimulate hundreds of hillions of dollars in new investment in the next 10 years and as a result we will see as many as Im new jobs created in that time period."

Fears that such a communications revolution, led hy companies whose entrepreneurial spirits and efficiency had been honed in competitive markets, would leave Europe lagging were behind the decision to open the EU's voice, data and infrastructure markets to full competil tion from January 1, 1998.

Similarly, the dominant operator in the Asia Pacific region, NTT of Japan, which has an 87 per cent share of its domestic wireline telephone business, is facing renewed calls for its break-up. A study panel within the Japanese telecoms ministry argued that breaking the group into a page 13 of this survey.

single long-distance operator and two local operators would speed liberalisation of the domestic industry and improve earnings.

NTT countered, however, that the hreak-up would not only be prohibitively expensive, hut that it would damage its global competitive ness and reduce investment in telecoms R&D. The Japanese government has delayed a decision on the hreak-up until the end of the current financial year.

An immediate effect of competition is to reduce prices. Despite the fact that only the UK, Sweden and Denmark operate fully liberalised markets, prices bave been falling across Europe for the past decade as operators prepare for 1998,

Analysys, a Cambridgebased consultancy specialising in calculating telecoms costs says: "As liberalisation proceeds and European operators increasingly move into each other's markets, there will be pressure for [currently] non-liberalised countries to bring their prices into line with liheralised countries."

Mobile phone services in Europe have, in general, been liberalised from the outset. Even so, the most dramatic price decreases have been seen in countries with a number of competing operators. In the UK, for example, where Vodafone, Cellnet, Orange and Mercury One-2-One are fighting fiercely for market share. ers have seen price declines of more than 60 per cent.

In the mature economie for growth in the basic business of providing telephone lines and services. Increased competition, lower technology costs and falling prices mean telecoms operators. awash with cash now, will find profit margins squeezed hy the turn of the century. Price pressure will apply to large and small operators and to fixed wire and mobile operators. Operators used to monopoly profits such as Deutsche Telekom and France Télécom will be hard-

The measures to counter the threat of dectining profitability include the formation of strategic alliances at a global level to compete for the business of large international customers and local alliances to challenge incumbent operators on their home territory. The principal global alliances are Concert established by BT and MCl of the US, Global One, set up by Deutsche Telekom, France Telecom and Sprint of the US and WorldPartners

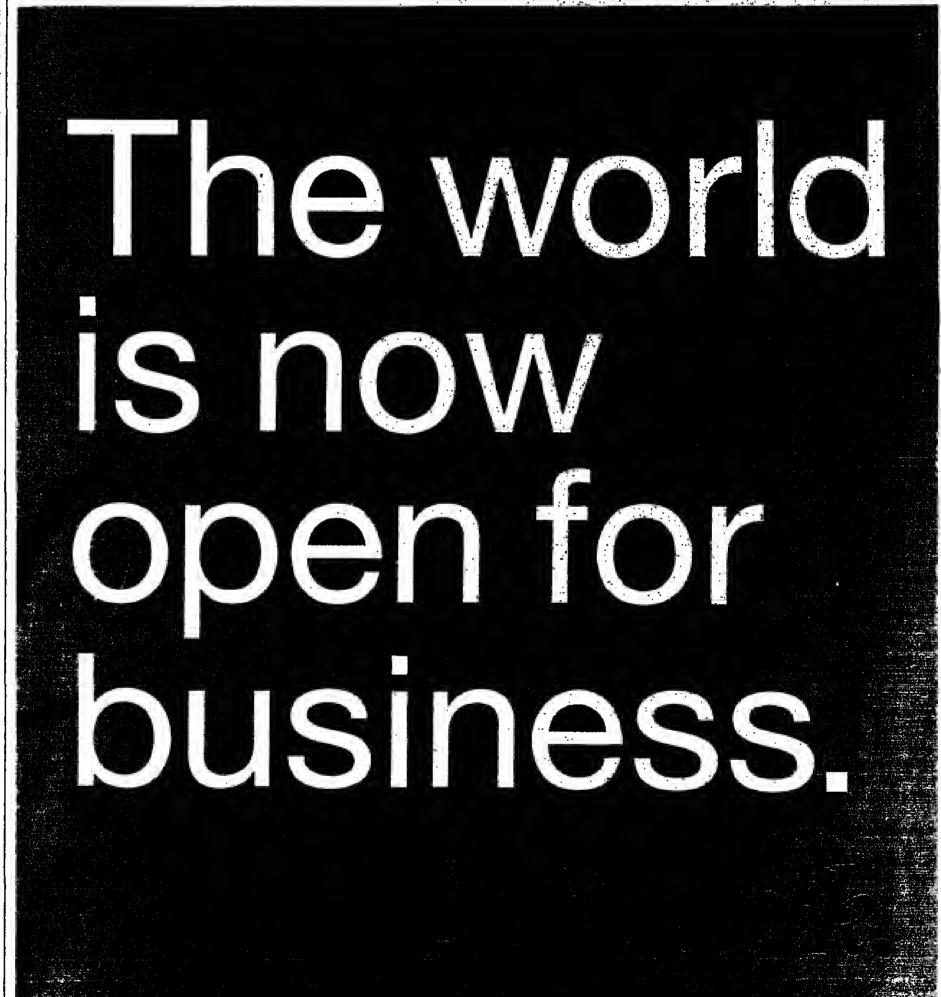
led by AT&T. Cost-effective operations will become crucial as older operators burdened with a hureaucratic decision-mak ing structure and a surfeit of staff, fight for market share against a host of nimble new

The need for continued beavy expenditure on infrastructure and new services may see operators make increasing use of non-recourse funding for major projects. They are already putting pressure on their

suppliers to cut prices. Multimedia services in a variety of forms from videoconferencing to Internet services and broadcast entertainment offers operators a golden opportunity to maintain and increase profitabil-

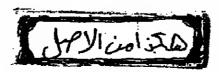
Today's networks, however, are not up to the task. Much depends on the operators' commitment to creating infrastructure suited to 21st century services.

Alan Cane explains why the global telephone network is at risk from the demands of the multimedia revolution on



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■ Global One: by Michael Lindemann

Tensions hard to avoid

Adapting to new partners' business styles poses headaches for global players

Ron Sommer, Deutsche Telekom's chief executive, enjoys taking a dig at his competitors.

Companies like Mannes mann and Veba, two of Germany's blggest would-be telecoms operators, are not going to find it at all easy, Mr Sommer says, to blend their cultures with those at AT&T and Cable & Wireless, their respective international partners.
"That all takes time," he

likes to point out. However, when It comes to Global One, the new company created earlier this year to handle much of Deutsche Telekom's international traffic. Mr Sommer and Deutsche Telekom find

themselves in much the same position. The German group sud-

business styles of France Télécom, the state-owned French carrier, and Sprint, the third blggest US long-distance carrier.

Getting used to the former may not be so difficult, given that France Télécom and Deutsche Telekom are both still state-owned operators which enjoy a virtual monopoly in their respective

However, working with Sprint, the Kansas Citybased group which has grown rapidly in the US's largely liberalised market, is likely to be a rather different

The tensions are easy to see. A standard Global One press release has to allow space for Chris Rooney, the boss of the company's world unit, to make his comments. Room also has to be found for Jean Arnould and Jürgen Dostal, the beads of the Europe and the networking divisions, to have their say.

"It'e decision by commit-tee," says one telecoms analyst, who believes the denly has to get used to the group's structure compares

venture in which British Telecommunications has a 75 per cent stake. MCI, the eecond biggest US long-distance carrier, holds

the other 25 per cent.
"The only thing that is good about Global One is that it isn't a United Nations type arrangement, which is what has occured at Uni-world," the analyst said. Uniworld is the alliance between AT&T and Unisource, which Itself is an alliance between national telecoms operators in the Netherlands, Spain, Sweden

and Switzerland. : However, while decisionmaking at Global One may be complicated, the company does pride Itself on providing dedicated Global One staff in more than 60 countries around the world. At Concert and Uniworld, the separate companies within the alliances deal with clients.

There is evidence also that the clearer fault lines at postpone full liberalisation Concert have led to other of the telecommunications problems. One UK-hased

unfavourably with that at international telecoms ana-Concert, the global telecoms lyst claims, for instance, that lyst claims, for instance, that MCI is hypassing Concert and selling network outsourcing on its. own account in the US.

MCI has also created e Canadian subsidiary, SDH. which is partly competing with Concert and has been selling virtual private network or VPN services separately in France, he says.
"MCI has not entered into

the spirit of Concert in quite the same way as BT," the analyst says.
"That has everything to do with the fact that BT was

desperate to enter a global alliance and was prepared to pay a huge amount of money pay a ruge amount of money in order to be able to book up with MCI."

What does appear clear, analysis say, is that Global

One has a headstart over Uniworld, which has come to something of a standstill in recent months. Part of the problem for Uniworld lies in Spain where the government is hoping to market for another four years until 2000. The delay is operations, however, it is encouragingly clear that the market for so-called seam-less global telecoms services likely to jeopardise Telefonlca's full membership of Uni-

not voting rights

Giobal One structure

Other analysts say that relations between the differ-ent companies within Uniworld are likely to be complicated by the fact that they get to keep the profits from new businesses they introinto the venture. Global One and Concert do not operate along those

While Global One, Concert and Uniworld struggle to companies providing global further streamline their telecoms services," saye

the Yankee Group Europe, a telecoms consultancy.

Paul Sharma, a spokesman for Concert, says the volume of global, seamless telecoms services is roughly doubling every year as companies hecome more comfortable using the system, and as the geographic reach of the various networks increases.

Services are also likely to become more attractive and affordable as alternative telecoms infrastructure is liberalised across most of Europe, Mr Sharma says, Concert, for instance, is about to start a trial period with Hermes, the consor-tium of European railway networks which will carry telecoms services in the cables alongside its railway

He admits, however, that BT had no real idea of the size of the market because the competition, in the form of Global One and Uniworld. has taken so long to materi-

The figures themselves add to the confusion sur-rounding the global alliances. Global One has forecast sales this year "in excess of \$800m", while Con-

■ Concert: by Alan Cane

Tony Dench, an analyst at cert, which was established in June 1994, said it had sales last year of \$400m and has sales "in the pipeline" worth another \$1bn.

Concert insists its figures account only for services carried on Concert's network, while Global One's fig-ures, it says, include all international telephony from the three partner companies. Vince Hovanec, a spokesman for Global One, contradicts this, saying the Global One figures include all incoming international traffic to the three carriers but thet outbound international traffic accrues to the three carriers

themselves. While there is still uncertainty about the way the alliances calculate their revenues, Global One is readying for its first concerted advertising campaign this autumn

The European Commission had forbidden the company to advertise within the European Union before it received final approval for the venture. With that secured on July 17, the company will now put the case for seamless global telecoms eervices in medie across

WorldPartners: by Richard Handford

Eight new countries targeted

As competition builds, winning is about having more carriers and offering more services

WorldPartners Association, one of the three leeding global carrier alliances, plans to sign up new partners and expand its range of services over the next 12 months as competition intensifies between Itself and Its two main rivals, Concert and Global

AT&T-led WorldPartners is talking to telecommunications carriers in up to eight countries, including China and India, about joining the association.

In addition, It would like to expand the services It offers, known as the Worldsource range of services.

The venture's plans follow on from its first three years of operation, during the course of which it signed up carriers and developed services tailored to multina-

Like its competitors, it aims to be eble to offer multinationals a single set of services of consistent quality across all its offices in different countries.

The venture was formed by US telecommunications giant AT&T in May 1993, when It joined forces with two other carriers, Singapore Telecom and Kokusan Denshin Denwa (KDD) of Japan. The venture was initially a response to the BT-owned Syccordia, which later evolved, through BTe partnership with US carrier MCI,

into Concert. A year later the Unisource joint venture of European carriers Telia of Sweden. PTT Telecom Netherlands, Swiss PTT Telecom, and Telefonica of Spain joined

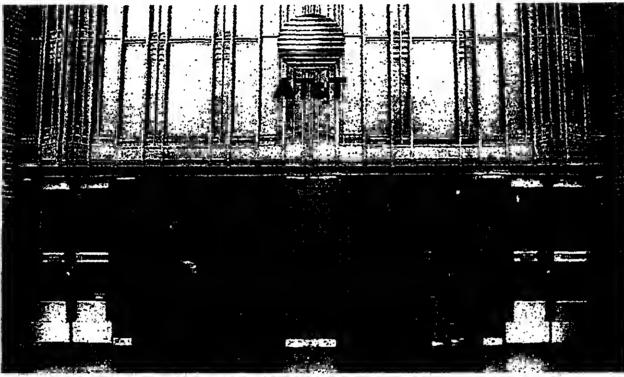
Unisource and the three existing members of the ven-ture, are its only equity investors. As well as selling Its services, they also make the strategic decisions. WorldPartners now has agreements with carriers in a further 12 countries. These

partners sell its services but have no equity involvement in the venture. All carriers, whether shareholders or just members of its association, pay e fee for the right to offer the Worldsource range of services, but keep the revenues generated from the sale of services themselves. WorldPartners develops all

Its own services but leaves the selling to the carriers. Virtually all the members and shareholders are from the Asia-Pacific, Canada and

the US. They include Hongkong Telecom, Telstre of Australia, Telekom Malaysia, Korea Telecom and Unitel of Canada. New carriers which join over the next year from countries such as India and China are likely to do so as members rather than investors.

The venture is only represented by two companies for the whole of Europe: a subsidiary of AT&T serves the UK market, and the AT&T. Unisource alliance covering every other European coun-



AT&T's New York headquarters: the US group leads on alliance that is triking to tak

try. This alliance, set up in May, builds on the back of the partners' previous Uniworld link-up for the European market, creeted in December 1994.

WorldPartners is unlikely to change its structure. according to Jim Pagos, AT&T vice-president for international strategy and alliances: "We have the right form and the right relationships," be says. But, Mr Pagos adds, "we will look for participation from other car-

refers to the complexity of

Traffic base of major sillances 12 KPN vies PTT Sprint F ATET DT MCI

WorldPartners' structure, particularly in Europe but, Mr Pagos claims, "we are not the United Nations". The main decisions are taken by the four equity shareholders However, if other members

of the association feel marginalised within the association's structure, they are less likely to be committed to selling its services. It is these carriers which enjoy any profits generated from A frequent industry jibe

Worldsource services while WorldPartners, which develops the services, aims only to break even by living off their membership fees. Compared to its partnership structure, WorldPart-ners' portfolio of services appears simple. It offers a virtual private network voice service, private network data service and a frame relay service for

higher speed data applications. Over the next six months to a year it plans to hroaden the range of data services on

In addition, WorldPartners is considering whether to develop en Internet service that members could offer to customers. This could take the form of an Intranet service which would enable cor-

porations to enjoy the benefits of the Internet on their own privata networks.

The Internet has arisen as one of the most important issues facing alliances of big telecommunications carriers. When they were first conceived in the late 1980s and early 1990s, the Internet was not a prominent factor in their plans to develop global services. Now WorldPartners must decide whether to offer such a capability globally to its customers, or leave partners to deploy their own Internet services at a local

Rival Concert announced in June that it was close to finishing construction of its own global Internet network. The way they deal with the Internet might also give some indication of how the three global carriers aim to distinguish themselves from one another.

AT&T's Mr Pagos argues that WorldPartners has already done that in areas such as quality of service. but many users are sceptical about whether much difference exists between the alliances. "I have spoken to dozens of international companies and a strong theme emerges that these

alliances are seen as national monopolies becoming global cartels," said one ading industry consultant. "Users ask: 'What's the difference? in terms of pricing. feetures and value for money," he says

provided by a single opera-

tor is growing substantially.

Much husiness communi-

cation that used to take

place by paper mail is now done by means of electronic

mail. And the growing mum-

ber of companies which glob-

alise their operations would

be keen to streamline their

ever more expensive tele-

"That is all good news for

come operations.

WorldPartners currently has 225 customers, including Mastercard, Nomure Research and National Semiconductor. All of them were referred to the association by its members, many by AT&T in particular, which indicates the extent to which WorldPartners, like its rival venturee, le primarily a defensive strategy. A carrier such as AT&T is nervous that if it loses the overseas business of a US multinational then, ultimately, that customer might decide to shift all their US business to foreign carrier as well.

While the various alliances continue to offer simflar services to customers then, defensively, they are safe, although unlikely to generate much new revenue through winning business from one another.

Once they choose to differentiate, that will reflect a more offensive approach which is likely to be welcomed by most customers.

Stealing a march on its rivals

Clearance from the US and EU has given the BT-MCI link-up a big advantage

British Telecommunications and its US partner MCI announced earlier this year that they were close to completing the world's largest

Internet network. involving the installation of at least 12 large switches in the US, Europe and the Asia Pacific region linked by high capacity fibre optic cables, the new network, to be launched later this year. will increase the capacity of the Internet by about a third, improving speed and

efficiency for its users. For most of them, private individuals or small companies, the advantages brought by what BT is calling "Internet Phis" will be their first experienca of Concert, BT and MCI's global eupercarrier. "For the first time," says Geoffrey Axton, Concert'e vice-president for commercial development, "the Internet will be reinforced by an industrial strength network with a guarantee of

quality service." Concert, a strategic alliance 75.1 per cent owned by BT and 24.9 per cent hy MCI, will operate and manage the new network. Its chief objective has been to provide seamless, end-to-end communications for the world's

multinational companies. Announced in 1993, it was not the first of the global supercarriers. Unisource, initially formed by the Dutch and Swedish national telecoms operators was the first. followed by the AT&T-led group WorldPartners. Concert has, however, a lead over its rivals as the only supercarrier with full regulatory clearance from both the

US and EU authorities. This is because the US and UK markets are both judged to be open and competitive to the same degree. Global One, an alliance between Dentsche Telekom and France Télécom, has won only conditional approval because of the closed nature of its parents' home markets. The same is true of World-Partners, which includes Unisource as a partner.

Concert, headquartered in Reston, Virginia, has been quick to capitalise on its advantage signing up more than 2,700 customers and securing \$1bn in revenues in its first trading year with according to BT chairman Sir Iain Vallance, "as much again in the pipeline". According to company officials, the company is running ahead of its business plan and expects to break even at the operational level in the financial year 1997/98. Its international customers include Ford, Citlbank Grand Metropolitan and Acer Computer.

The creation of Concert was a bold move for BT. It paid \$4.3bn for a 20 per cent stake in MCI, a company of markedly different culture and management style.

The early days were tense the two companies learned to adjust to each other's style. In the end, how-

ever the gamhle will pay off handsomely if Concert can secure a significant share of the \$10hn large multinational companies spend annually on telecoms ser-

vices. It offers a portfolio of six global services including virtual networks, packet switching, frame relay, Internet and managed bandwidth and an interesting development celled Concert

Inbound. Of particular value to compapies with internationally distributed call centres, Concert Inbound makes possible the collection and redistribution of calls in bulk to any specified destination or pat-

tern of destinations. Concert Communications owns and operates the global network. It uses what is essentially common technology worldwide with switches provided by Ericsson and Nortel. Concert engineers are testing ways of using the most advanced data transmission technology, ATM, to improve the efficiency of the core network. ATM services will later be offered to Con-

cert customers. In the early days BT and MCI were responsible for marketing, pricing, sales and customer service in their own territories with MCI taking responsibility for the Americas.

That policy has since been diluted. In March, BT took e 25 per cent stake in Clear Communications, New Zealand's second largest operator. MCI already holds a similar etake in the New Zealand company. The deal strengthens Concert's position in the Asia Pecific region where it is weak compared with Europe or the

Concert has since secured a deal with a subsidiary of NTT, Japan'e largest telecoms operator, for the distrihution of Concert services in Asias Pacific.

Concert'e virtual network services - which use intelligent switches to provide expensive leased lines for the cost of conventional dial up calls and, as Mr Axton claims, for the first time enables e telecoms manager to take control of his or her international traffic - are among the most important in its portfolio.

The basic service provides for seamless voice and data links batween countries together with a one-stop shop for installation, service and billing. It is available in 50 countries.

Its advanced features include the first VPN-based worldwide conferencing service and a calling card enabling customers to make low cost long-distance calls when away from the office.

According to Mr Axton. Concert's quality lies not in the ability to connect one network to another, e basic skill for telecoms operators but in the systems integra tion which makes possible seamless services and net work management.

He reckons that Concert has a two-year lead on the opposition. However, such is the pace of change in international telecoms that it will have no time to rest on its

South Africa: by Alice MacAndrew

should set wires hummin • A grouping of Konink-ment. The government like PTT Nederland (KPN) recognises that an efficient the sale of Telkom and the

Government is pushing through plans that include 4m new lines in five years

More than two years after coming to power, the South African government is finally taking steps to address the legacies of apartheid, which bequeathed the country deep disparities in the provision of telephone services.

In Mey, the government put new legislation before parliament which provides for the sale of a stake in the state-owned telecommunications carrier, Telkom, to an outside body. The draft legislation also prepares the ground for the installation over five years of 4m new lines. This will effectively double the number of lines

across the country. As the bill moves slowly through the parliamentary process, the minietry of posts and telecommunica-

tions has started negotia-tions with e number of foreign telecommunications operators and consortiums which are under consideration as possible strategic partners for Telkom.

The winning bidder will take a stake of between 20 and 30 per cent, at e price expected to range between \$1hn and \$2bn, and is expected to be announced by March 1997 when the draft hill has passed into law.

It is understood that e short list for the strategic partnership with Telkom has already been drawn up. One analyst predicts that the final list will include:

 A grouping of Deutsche Telekom and one other European operator (negotiations are still in progress);

 A consortium comprising SBC (formerly Southwestern Bell) Communications and Telecom Malaysia (regarded by some as being the best placed to be selected as the final winner);

and the Swedish operator

· A consortium that includes either Bell Atlantic OF AT&T.

The quicker the government moves to push through the necessary legislation to accommodate this, the better it will be for the telecoms network. The resources and expertise that the strategic partner to Telkom would invest in expanding and modernising the South African network are long over-

At present, the network is patchy and underfunded. In traditionally white areas there are an estimated 60 lines for every 100 inhahitants. But in black areas the average ratio is one in 100. With rural areas particularly badly serviced. The provision of better

Africa's economic develop-

nunications services

recognises that an efficient and widespread telecoms network is essential to boost the global competitiveness of the country's economy, and regards the development of the telecommunications sector as a means of joh and wealth creation. With this in mind, the

emphasis in the draft legislation is on the creation of a countrywide universal service by the year 2000, and not on the introduction of competition into the telecoms market. The government has no plans to introduce competition until its target of universal service has been achieved.

In this respect. South Africa differs from developed countries around the world which are channelling their energies into meeting World Trade Organisation targets for the global liberalisation of telecoms. The starting dete for

deregulation of the sector in

rate at which new lines are installed. Meanwhile, the governwith telecommunications equipment suppliers over

the tender for contracts to

install a million fixed lines

across the country. shortlisted and have submitted bids. They are Marples, the South African arm of NEC Foultment: Lucent, the former telecommunications equipment arm of AT&T; Siemens of Germany, Alcatel of France; and Ericsson of Sweden.

The government says it could award up to three contracts for the work, but it has not set a time for the decision. There is, on the other

hand, a time scale for the introduction of a regulating body. The draft bill now before parliament will establish a new regulator - the South African Telecommuniis seen as central to South South Africa will depend cations Regulatory Authorentirely on the progress of Ity (Satra) - by the start of

the new year. The bill also provides for the accelerated merger of Satra with the Independent Broadcasting ment has been negotiating. Authority, which currently regulates the broadcasting industry, to create a regulator with responsibility for all both sectors. Similarly, the bill provides

Five contractors were for the department of posts and telecommunications to be restructured into a policy unit, responsible for co-ordinating the development of policy on posts, telecommunications and broadcasting, with a separate directorate for each area. This transformation will enable a distinction between policy, regulation and operations in these sectors. Significantly, the new leg-

islation lays the foundations for a universal service agency, reinforcing the government'e determination to work towards the aim of universal access. The new agency will be there to ensure that the sector does not lose sight of these objectives.

MENS OORF

NY OF STATE VIRINGE

Cable and Wireless's new chief executive

Brown ready to ring the changes at C&W

Key executives from the corners of the Cable and Wireless empire were in London this week to hear Richard Brown, the company's recently appointed chief executive, deliver his preliminary judgements on the group's

progress and prospects. Since his arrival on July 1. Mr Brown has spent little time behind his desk at the company's Theobalds Road, London, offices. He has been "logging up air miles, fighting off 'flu,

weathering jet lag and trying to keep op with the work back at headquarters" while acquainting himself with what he describes as "the most global telecommunications company I

know". C&W, the UK's second largest telecoms company, made profits of £1.34bo on turnover of £5.5bn last year. It has interests in some 50 countries. Its UK subsidiaries are Mercury Communications and mobile operator Mercury

One-2-One. Mr Brown, born in New Jersey 49 years ago, and educated at Ohio University in the American mid-West, is well known in US telecoms circles, hut something of an unknown quantity in Europe. Indeed, before Dr Brian Smith, C&W chairman, offered him the joh, he was e stranger to

He took over in unusual circumstances. The former chairman and chief executive had both been forced out after an acrimonious boardroom row. Merger talks between C&W and British Telecommunications, which would have created one of the world's largest telecoms groups, had collapsed.

Analysts had become increasingly gloomy about C&W's prospects, pointing to its dependance for the hulk of its profits on its 57.5 per cent owned subsidiary, Hongkong Telecom, and its perceived lack of e coherent business strategy.

Much, therefore, is expected of Mr Brown. The contrast with his predecessor at C&W, James Ross, is marked. Mr Ross came from the oil business while Mr Brown has 27 years of experience of senior roles in the telecoms industry. Mr Ross is austere and cerebral while Mr Brown laughs

easily and often and favours sporting metaphors. Those who know him, however, say that his capacity for ruthlessness should not be underestimated.

Mr Ross favours consensus management, a style Mr Brown deplores: "I am bent more on action than strategy," he says sharply. "I understand the value of a strategic plan, but too many times people labour over the strategy to get it picture perfect, while failing on the execution. I admire intelligence but I believe the world has more smart people

than effective people."

The pattern of Mr Brown'e career suggests that he is both

The winners of the future in this industry will not be the bigger players but the better. players'

smart and effective. After leaving university, where he read both engineering and English, he joined Ohio Bell, a local telecoms company, working his way up through a variety of jobs on the

services side. In his thirties, he became vice-president, engineering, with United Telecommunications, e company which evolved into Sprint, the third largest US. long-distance carrier. While at Sprint he first became acquainted with C&W through joint work on

transatlantic cable routes. He moved from Sprint to the role of chief executive at Illinois Bell, the largest subsidiary of Ameritech Corporation, one of the seven "Baby Bells" which provide local phone services in the US, and then to vice-chairman at Ameritech

While at Ameritech he took a leading role in preparing the groundwork for the US Telecommunications Act, passed this year, which effectively

demolished the barriers between local, long distance and

international services. His last job before joining C&W was chief executive of H&R. Block, the largest US tax preparation company and owner of the on-line information service

CompuServe. An unusual departure for a telecoms executive, perhaps, but Mr Brown says he was excited by the challenge of running a large, publicly quoted company. "What really lured me was the fact that CompuServe was there, so I could dabble in the on-line services

industry," he says. What seems to have impressed Mr Brown most in his whistle-stop tour of C&W is the quality of its global assets. It has operations in western Europe, eastern Europe, the Asia Pacific region, the US and the

Many analysts expect Mr Brown to seek to put together e big deal – e merger or strategic alliance - within the next few months. He, of course, is giving no detail of his intentions, but the broad outlines are clear. He intends to focus on growth, efficiency and identity, the last because he thinks C&Ws potential is a well kept secret: We must do a better joh of

raising our profile."

The key, however, is revenue growth: "A healthy bottom line begins with the top line. The sustainable bealth of a busines is dependent on recurring top-line growth. The trick will be to focus on turnover without sacrificing bottom line

performance." "Cahle and Wireless is big enough to be successful as an independent but small enough to be nimble. I think the winners of the future in this industry will not be the bigger players but the better players. It will be the ones who can move quickly, the ones who are tuned into their markets, the ones who perform."

He is willing to discuss some of his immediate objectives. Where C&W decides to remain in a . particular country, for example, he wants it to put down deeper roots, by which he means selling a multiplicity of products rather than single service.



Richard Brown: 'Cable and Wireless is big amough to be auco

"If we are in mobile, we should consider what it takes to be in wireline and what it takes to be in data or video. Margins are better if you sell sell multiple services into a single market," he

C&W is one of the world's largest mobile operators, but he wants to see better integration between its fixed wire and mobile services. In the UK, that will

mean closer co-operation between Mercury and Mercury One-2-One. "No wireline company can be successful in the future if it does not have a wireless capability. The firms that divorce the two technologies are crippling themselves," he says. He is keen to strengthen

Mercury and to involve it more deeply in international activities, especially in mainland Europe.

Funding for the UK operator will rise but et the expense of other investments. "You should not expect to see any big surprises in our capital expenditure programme for et least the next

12 months," he says. Mr Brown says his immediate priority is to ensure that the interests of C&W shareholders are protected during the transfer of power in Hong Kong from the

great deal of confidence that can be arranged," he says. "The only measure of business leadership success is how the shareholder benefits over time," he says. "My objective is to make

government next year. "I have a

Alan Cane

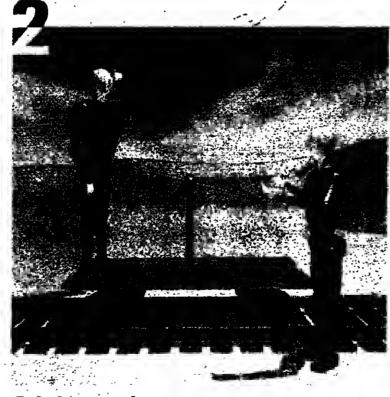
British to the Chinese

SIEMENS **NIXDORF**



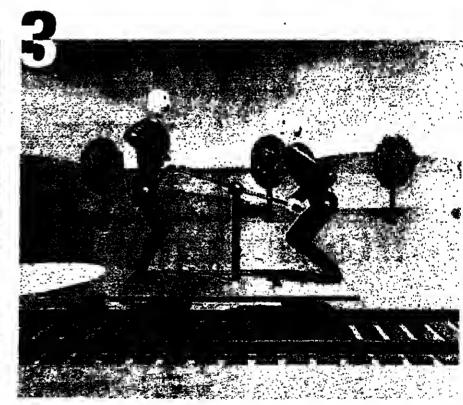
The challenge at hand

It is not unueuel for en organisation to appreciate its goals but be unsura of exactly how to reach them. Facad with the option of mora complex information technology end telacoms solutions, it is easy to see how a lack of focus can result. The task in hand can be daunting. To maximise your performance you need the expertise of a company that offers a unique blend of skills. Only Siemens Nixdorf Telecom has the knowledge vital to aid the davelopment of your existing markets and deliver new sarvices. We do this by supplying customised solutions which integrate with existing systems, in a precticel and realistic way.



A joint endeavour

Sigmans Nixdorf Telecoms' single, most valuable asset is our paople. They possess a weelth of expartisa in information technology, telacoms and R&D - providing a sarvice which is creative, innovative and fast. The ability of Siemens Nixdorf Telecom end our perant company Siamans to provide suppliers with the resources they need is unrivelled. It is the fusion of thase two market winners that makes Siemens Nixdorf Telecom the only choice of ally in the carrier's fight for merket shere. We have harnessed the combined strengths required to provide genuine value added services end offer globally the reliability end security needed in a business partner.



Delivering together

Siemens is Europe's largest telecoms company and Siemene Nixdorf is its largest information technology provider. We have shared, and solved, the problems of the most successful orgenisations in the world. Combined, we are already helping major players provide the globel services neaded to supply their customers with products easier, faster end cheaper. We set oursalvee the highest standards of customer care and support, to ensure your enterprise functiona ever more efficiently. When the benefits come on line you will appreciate the critical difference that Siemens Nixdorf Telecom makes to hardware, software end the

Siemens Nixdorf: User Centred Computing

DBKom bid paves way for market liberalisation

Diversification by rival companies could soon mark end of Deutsche Telekom supremacy

The German telecommunications industry is one of the most agitated sectors of Europe's largest economy, and this July's bld for DBKom. the telecoms network operated by the German railway group Deutsche Bahn, has stirred things up further. Indeed, the outcome - a victory for Mannesmann, the engineering and telecoms group - may have marked the most important step so far on the way to a fully liberalised telecoms market in Germany.

Winning the 49.8 per cent stake in DBKom puts Mannesmann, the one-time pipemaker that has engineered a remarkable transltion into telecoms, at the head of a field of Germany's biggest companies, including Veba, Vlag. RWE and Thyssen, all vying to

compete against Deutsche Tele-

However, while the competition for the stake DBKom has ended, a number of other significant decisions are expected in the coming months:

 What will Veba and Thyssen do to align themselves with the larger telecoms alliances which are shaping up on the German

Veba, the energy-based con-glomerate, signed a memorandum of understanding in January with Mannesmann, which was supposed to lead to a merger of their infrastructures, including the D2 mobile phone network and Veba's electricity grid.

Little happened in subsequent months and now Mannesmann has secured the DBKom stake there is little prospect that the two Düsseldorf-based groups will be able to turn their initial flirt into a lasting embrace. "That woo't be possible any

more," says Peter Mihatsch, the head of Mannesmann's telecoms infrastructure cannot be separated from the other services provided by DBKom.'

Veba may still take a stake in DBKom itself. If that were to happen, however, it is clear that esmann would be calling the shots and, as analysts point out, such e move would represent

e significant setback for Veha The group is twice as big as Mannesmann in terms of sales, and launched its telecoms activities 18 months ago with the boast that it was determined to become the second biggest telecoms operator in Germany.

.Instead Veba may seek to create an alliance with Thyssen, the steel and engineering group. The two each hold a 80.135 per cent stake in the mobile phone network E-Plus - a compelling reason to work together and a buildlog block for joint future activities.

The advantage of such an alliance is that Veha would be able Daimler-Benz should expand into provide liberalised telecoms ser-

unit. "Deutsche Bahn has to maintain its leadership role, insisted that the DBKom network and Thyssen, which is looking includes everything from tha somewhat lost since it failed to Internet to digital television. win the DBKom stake, would have a home for its existing assets - which include corporate network services, satellite communications and several other niche operations.

> A number of other significant decisions are expected in the coming months

 What will Daimler-Benz do? Jürgen Schrempp, as Daimler Benz chief executive head of Germany's higgest company, is looking for new activities, having overseen a substantial withdrawal from aircraft building and the closure of AEG.

He has recently suggested that

There is speculation that Debis, the group's services and telecoms division, may join forces with AT&T to bid for Germany's fourth mobile phone licence which is due to be awarded next February and which will comnence operations the following. May if Debis does submit a bid. it will herald a significant new Torce on the German telecoms

market • Will Deutsche Telekom be Will Deutsche Telekom be allowed to introduce its contro- forced to sell its cable network, versial corporate-client rebates -

on November 1 as planned?

After months of wranging the European's Commission has allowed Deutsche Telekom to use the rebates - 10 months later than the company originally hoped - but has set a number of · conditions.

The ministry for post and telecoms must, by then, have st two operators to

multimedia, a husiness which vices, such as data, across alter-includes everything from tha native telecoms networks belonging to electricity utilities.

Deutsche Telekom must also by then have begun talks with its by then have begun talks with its competitors to ensure that they can access and exit—break in and break at — of Deutsche Telekron's letwork at reasonable prices.

Talks have begun, but executives at Vales and other consenters.

tives at Veba and other operators suggest that an acceptable com-promise is unlikely to be reached

the world's largest, connecting over 16m households?

A forced sala looks increasingly likely, as politicians in Brussels and Bonn realise that such a disposal would do much to enhance competition on the so called local loop - telecoms parlance for the distance between household, and the nearest

main telecons cable.

In its life report earlier this year, the thompoly commission.

e body advising the German government on competition policy, recommended that Deutsche Telekom sell the network - "the only evailable alternative infra-structure when it comes to fixed networks which has direct access to clients".

Among other things, the commission pointed to the UK experience, where liberalisation of the cable television network in 1991 brought the first significant competitive impulse to the local loop. However, industry executives point out that it may be difficult to force Deutsche Telekom to sell the network now that it is nom-

inally a private company. "We

may have missed the right point to do this," says one executive.

"Deutsche Telekom is now the legal owner of the network." Others point out, however, that, while it may he "legally untidy to force a sale, the private operators can collectively create so much political pressure that Deutsche Telekom is forced to give up the cable network.

Deutsche Telekom

Doubts over earnings potential

Finding a telecoms analyst who will say anything on the record about the prospects of Deutsche Telekom, Europe's biggest telecoms operator, is like trying to stop your teenage daughter from going to a Boyzone concert.

For months analysts have refused to be quoted on anything about Deutsche Telekom either because their banks were part of the global consortia involved in placing one of Europe's biggest ever share issues – or they were desperately hoping to join them.

Muzzled as they almost all are by the need to adhere to guidelines set by the Securities and Exchange Commission, the agency which oversees the New York Stock Exchange, it has become barder to predict the course being steered by Deutsche Telekom.

Most analysts privately admit that Deutsche Telekom, the world's third largest telecoms operator, is well placed in a global impressive growth prospects. The group has a virtual monopoly on Europe's most lucrative market and will, despite claims by fledgling competitors such as Mannesmann, be hard to

dislodge. It is also, for example, Germauy's second blggest

Finance: by Nicholas Denton

The spate of

busy for years

will keep

telecoms sell-offs

investment banks

"If I was starting today, telecoms is what I would

focus on," says one rueful generalist investment

banker. "It's the one sector

in which you know deals are

going to happen. If you're

the head of a telecoms group

at a bank, you're more or

less guaranteed seven figure

Europe's largest privatisa-

tion, the flotation of Deut-

sche Telekom will generate

the largest pot of fees for

investment banks: about

£200m for Goldman Sachs

and the other members of

Although the sale has

been described as "the priva-

tisation to end all privatisa-

tions", it is just the start of a

refushioning of the industry

that will keep investment

The year zero for telecoms

banking was 1984. The pate

tern of telecoms privatisa-

tion - a public offering to

retail investors combined

with a sale to domestic and

foreign Institutions - was

set with the sale for \$5.2bn

of 51 per cent of British Tele-

com. And, in the US, AT&T

banks busy for years.

the consortium.

Telecoms is bot. As befits

impressive real estate portfolio, much of it in prime sites in city centres across Germany.

As a state-owned company Deutsche Telekom had no incentive to extract profits from these assets but there is every indication that the real estate has considerable earnings potential if properly managed.

And as Ron Sommer, chief executive, likes to boast, the company also owns the world's largest ISDN network, the broad band network needed for basic interactive services such as video-on-demand, One in three ISDN connections around the world is in Germany

Deutsche Telekom is also part of Global One, e powerful three-way global telecoms alliance with France Télécom and the US carrier Sprint, Global One has begun operations earlier than expected and is likely to provide stiff competition for Uniworld and Concert.

the two older alliances. hang over Deutsche Telekom's future. particularly as it will have to face a fully liberalised market from January 1, 1998 likely to attract carriers as diverse as US giant AT&T and Singapore Telecom.

A study by Barclays de Zoete Wedd, the only leading investment bank

seven regional Bell operat-ing companies, paving the way for competition.

But it was only in the

1990s, driven by deregulation and technological develop-

ment, that telecoms activity hit a consistently feverish

pace. One after another, Mal-

aysia, Mexico, Singapore,

Thailand, Pakistan, Holland

and Denmark heve sold

stakes in their state-owned

telecoms operators. Apart

from Deutsche Telekom, Stet

of Italy will also be priva-

tised later this year, and

even France Télécom, long e

hold-out, has appointed pri-

tries in Europe, only Swe-

den. Switzerland and Fin-

land have still to decide on

telecoms privatisation and

Although only about a quar-

ter of state holdings in tele-

coms companies have been

divested, pessimists already

forecast the end of the classi-

Most investment bankers

are unconcerned. In the lon-

ger term, as existing players

consolidate and insurgents

eppear, fees will come from

edvising on mergers and

acquisitions, or raising

Some of the smaller priva-

finance for new companies.

tisations - of companies

whose future alone is uncer-

long-distance operator, ried out by strategic sale. is well structured to handle

was broken up into a tain - have already been car-

cal telecoms privatisation.

appoint investment banks.

Among eignificant coun-

vatisation advisers.

Leading world debtors				
Rank	Country/company	Debt (\$bn)		
1	us	4,964		
2	Japan	4,153		
3	Germany	1,382		
4	[Italy [1,250		
5	France	689		
24	Deutsche Telekom	67		
25	Turkey	86		



Telekom's chief executive

Telekom through one of the consortia handling the issue, sheds light on some of the company's shortcomings. Worst of all, Deutsche Telekom carries with it e debt mountain of more than DM100hn, making it the 24th largest debtor in the world, behind Argentina and just ahead of Turkey on e league table of the world's leading debtors.

The same study points out that Deutsche Telekom should be able to generate free cash flow, after existing investment commitments, of DM26bn over the next five years. That will help the company run down the debt mountain, but as competition grows, interest payments will represent a considerable burden.

On top of that about 50

per cent of Deutsche Telekom's workforce are civil servants with jobs for life and are the most expensive employees in the European telecoms industry. On average they cost DM79,000 last year - 25 per cent more than the average across Europe, the BZW study says.

companies have bought into

the national operators of

Argentina, New Zealand,

Venezuela, Peru, Hungary,

the Czech Republic and Bel-

gium, among others. More

New territory for invest-

ment bankers is opening up

as larger operators form alli-

ances - such as the Atlas

joint venture between Deut-

sche Telekom, on which

Morgan Stanley advised - or

link up with second network

providers as BT bas done

with RWE and Viag in Ger-

many. And technological

development - the conver-

gence of telecoms and media

industries, the spread of cel-

lular telephony and Internet

use - is sparking yet more

So which banks will bene-

Goldman Sachs is the pre-

fit from the telecoms boom?

eminent house for privatisa-

tion offerings. It has one of

the best established telecoms

analysts in Robert Morris

and one of the biggest names

in European telecoms bank-

ing in Scott Mead. Rivals

suggest Goldman's very

strength in privatisation

offerings will prove a weak

ness as other sorts of deals

proliferate. But Goldman is

the prime mover in com-

municopie" - the industry

which will result from the

convergence of telecoms,

media and computers - and

activity.

takeovers will follow.

A hot topic among bankers

retaining the name and Consortia of large telecoms

jobs to get the workforce down to 170,000 in 2000. That would enable him to raise per capita productivity to levels being reported by leading competitors such as AT&T and BT. Shedding so many people

is likely to be expensive, partly because of civil servants' generous pensions allowances. And already there is speculation that Mr Sommer will have to trim his workforce further still, possibly shedding another 30,000 jobs and incurring higher charges.

Other factors are likely to diminish Deutsche Telekom's earnings

potential. Tariffs were rebalanced earlier this year making some calls cheaper. VAT will no longer be passed on to customers and business clients have been offered discounts of up to 39 per cent - e range of measures which will drag down the results. Accordingly, the BZW study forecasts that it Telekom's earnings exceed the DM5.3bn net profits

reported last year. Finally, Mr Sommer will have to contend with an increasingly aggressive European Commission, keen to ensure that competition in Europe's higgest telecoms Lindemann

the growing number of Inter-net deals.

fered from perceptions that its close relationship with

AT&T may colour its advice

to others and that its rela-

tive weakness in equities makes it unsuited to lead

privatisation offerings. How-

ever, its expertise in high-

vield securities positions it

well to arrange financing for

the new entrants into the

telecoms merket. And its

advisory track record will

allow it to capitalise on the growth in telecoms M&A. It

has done so already: the first

privatisations in western

Europe by strategic sale -

Belgacom and Telecom

Eireann - were organised by

new to telecoms banking,

but its distribution network

has won it the post of global

co-ordinator on Telefonica

and left it well-placed to win

the same role on France

Telecom. In M&A, Merrill

has signalled its ambitions

by bringing in Thomas

Casey from Skadden Arps to

build up its European tele-

Three other investment

banks, Salomon Brothers,

Lehman Brothers and Bear

Stearns, are strong in the

US. Salomon Brothers' tele-

coms group, under John

Otto, advised Pacific Telesis

when it was taken over by SBC Communications, e fel-

Merrill Lynch is relatively

Morgan Stanley.

coms practice.

Morgan Stanley has suf-

market is taken seriously. He has trouble enough with Wolfgang Bötsch, the German minister for post and telecoms, who is still trying to box through a liberal new telecoms law which has been hailed as "courageous" by organisations such as the American Chamber of

Karel Van Miert, the EU's competition commissioner. is not located within a stone's throw of Mr Sommer's office and is likely to be more difficult still. If Brussels gets its way Deutsche Telekom may face an harsh regulatory regime which could further depress

its earnings. Among measures that Mr Van Miert is considering is a forced disposal of Deutsche Telekom's cable TV network, the world's largest. How that will happen, given that Deutsche Telekom will be partially privatised before the end of the year, remains to be

If the company is forced to sell it can further reduce its debts. On the other hand it faces vet stiffer competition.

low RBOC. But the three

have yet to make an impact outside the US.

Of the European houses,

Warburg gained an early

lead through its lead role on

the BT privatisation. But the

troubles leading to the takeover by Swiss Bank Corpora-

tion also prompted the

departure of James and

Peter Goloh, the bank's lead-

ing telecom analyst and

banker respectively. They

went to Deutsche Morgan

Grenfell, which is acting as

adviser to the French gov-

ernment on telecoms privati-

sation and global co-ordina-

The new UK investment

banking champion is BZW,

which captured the Stet

mandate. By default, according to the UK bank's detrac-

tors, who claim its competi-

tors suffered conflicts of

interest. But the Italian tele-

coms privatisation will give

BZW the track record it

The premier league's final,

and most intriguing player is

N.M. Rothschild. Tony Alt

have extensive telecome con-

tacts through their work as

equity distribution to the

party, Rothschild wants to

convert these relationships

into the lucrative lead roles

in selling equity.

needs to win further deals.

tor on Deutsche Telekom.

Michael

Main lines per employee				
Company	Gagr-1999-96 (%)	1995	1996	
Detsche Telekom	6.4	184	200	
France Télécom	3.7	215	223	
BT	13.2	197	209	
Telecom Italia	- 2.1.	276	293	
Telefonica ·	1.8	154	162	
KPN	6.9	199	209	
Tele Canmark	4.3	195	202	
Portugal Telecom	n/a.	188	207	
OTE	7.8	210	221	
Europe	5.9	201	213	
*Compound annual growth rate	Source: Armuel reports, SZW estimates			

Wolfgang Bötech, minister for post and telecome 35.00 E German telecoms regulation: by Michael Lindemann

Wanted: regulator with teeth

Rival providers and users both fear that controls. on privatised DT will be too lax

"The sort of regulator we need is somebody whn wakes up every morning and asks: how can I bite Deutsche Telekom in the leg?" If there is to be any real competition on the German telecoms market, argues an executive at a US telecoms

group, then a pugnacious regulator is essential. Experience in the UK and the US, two of the world's most liberalised telecoms markets has shown, the executive says, that the former monopoly operators --BT and AT&T - were not

regulated aggressively enough. So far, so good. However, many executives in the Ger-man telecoms industry admit privately that Germany is unlikely immediately to learn from mistakes

in the US and the UK. Deutsche Telekom, they point out, has powerful political connections and liberalisation in Germany tends to be piecemeal, rather than aggressive.

While the new telecoms law passed in July has attempted to create a liberal . framework for the telecoms market after January 1, 1998. much more will depend on the 17 directives which Wolfgang Bötsch, the minister for post and telecoms, still has to finalise.

The directives will establish how telecoms networks can be connected with each other, and, most importantly of all, what it will cost to hop from one network to another - the so-called interconnection fees. Until they know what such connections cost, private operators say they cannot make any proper business plans.

Arguably the most important question of all, howand his colleagues et the UK merchant banking boutique ever, is who will head the new regulatory authority which will oversee competition in Germany's telecome. It is here that executives

privatisation advisers. Through its alliance with ABN Amro, which brings from other leading German companies like Veba, Mannesmann and Viag are likely to be most disappointed. Much suggests that the president of the new regulatory authority, who will be appointed by the government in the first half of next year, may well be a politi-

If that is the case, industry executives say, the new reg-ulator is unlikely to have the necessary management experience to take on companies ench as Dentsche Telekom -Germany's fourth biggest in sales terms.

Among the possible regulators the most likely candidate - and the one who most frightens industry executives - is Arne Börnsen, a deputy from the Social Democrat party (SPD).
As head of the parliamen-

tary committee on post and telecoms since 1994, Mr Börnsen has developed plenty of telecoms expertise, executives say, but will be inclined to prefer compromises pieced together behind

point out that DT has powerful political connections

Executives

closed doors to taking an aggressive stance against

Deutsche Telekom The idea of putting a politician in charge of the regulatory authority is ridicu-lous," says an industry

If the government does appoint a politician to head the regulatory authority, there will also be conside able pressure from the SPD to ensure that Deutsche Telekom is not treated too hershly.

Among other things, the party has close links with the German Postal Union, the powerful trade union which counts about 70 per cent of Deutsche Telekom's workforce among its mem-

Aside from that, Rudolf Scharping, the leader of the SPD's parliamentary party, warned during a recent meeting with the American Chamber of Commerce, that Deutsche Telekom would need to have a competitive advantage over the next "three to five years" to ensure that share issues following tha one scheduled in November will bring in sufficlent revenues for the government.

The comments caused conslderable dismay, listeners reported. There is evidence from

other quarters also that the regulatory regime may not be sufficiently harsh to give the fledgling private operators a proper foothold in the telecoms market.

In a recent interview. Peter Mihatsch, who heads the telecoms activities at the Mannesmann engineering group, said he had received repeated indications from Sonn that both the finance ministry and the ministry for post and telecoms were worried about the stock exchange listing in Novem-

That anxiety is likely to persist beyond November and may well last until at least the second issue of Deutsche Telekom shares. expected in 1998.

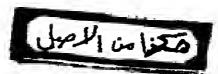
It could mean that the regulatory regime is again softened to ensure that Deut-sche Telekom keeps as much business as possible. Given that the government will still own 66 per cent of Deut-sche Telekom after the second issue, some executives fear there will never be a proper incentive to regulate Deutsche Telekom aggres-

sively enough. There is, meanwhile, only limited evidence so far of so-called "asymmetrical reg-ulation", the phrase telecoms executives use to describe a regulatory regime tipped against incumbent operators like Deutsche Tele-

Prices offered by operators will be regulated if the operators in question have more than 25 per cent of the business within a certain licence area - the city of Hamburg, for instance - or where the operator has more than 4 per cent of a certain market data transmission, for exam-

Initially, the only operator is likely to fall within both those categories is Deutsche Telekom.

Analysts are agreed, however, that it is not likely to take long for bigger companies such as RWE and Vebs to make the necessary inroads and that these restrictions alone will not put sufficient pressure on



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Italy: by David Lane

'Telefonino' embraced with vigour

A commercial battle lies behind soaring figures for the take up of mobile telephony

coospicuous consumption, and great talkers, Italians bave taken enthusiastically to mobile telephony: the "telefooino" (mobile telephooe) has caught on quickly and spectacularly. It has become a standard accessory from top to bottom of the social scale, hrandished oo trains, buses and street corners, in restaurants and at the wheel of moving

Large scale use of mobile telephony is good news for Italy's two mobile telephooe companies. And this summer Telecom Italia Mobile CTIM. the operator in which Stet, the state telecoms holding, has a 57 per cent stake) and Omnitel (the private sector. second GSM operator in which Olivetti has a 41 per cent loterest) have been delugiog the public with advertising and special offers aimed at boosting subscriber numbers further.

TIM had 3.7m analogue users on its books at the end of June, together with almost 0.8m GSM digital subscribers: it is expected to add a further 0.7m by year-end 1996. While TIM's increase in subscribers will be more modest than the 72 per cent achieved during 1995, lt sbould nevertheless be a

healthy 35 per cent. Omnitel, whose commercial operations started last December after two months of trials, had just over 0.1m subscribers when it was able to offer national roaming in March. Its numbers had risen to 0.3m by the end of June, and the company expects to be serving 0.4m by the end of this year and 1.0m at the end of 1998.

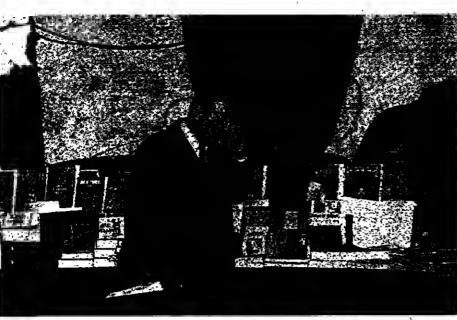
lies behind these figures. TTM has enjoyed significant advantages over its private sector rival, launching its GSM service early last April on the back of its large analogue subscriber base and over Omnitel. The state-controlled telephone company has fought tooth and nail to protect its dominant posl-

Both the European Commission and Italy's own competition authority unsuccess fully challenged TIM's lead, arguing in favour of a level playing field for both GSM operators.

However, while Omnitel was constructing its network from scratch, completing its first base transceiver station in June last year, TIM was building an unchallenged position in GSM. Moreover, not content with its own booming business, the statecontrolled operator tried to obstruct Omnitel, contesting the legality of the private tal operations last autumn and the geographical coverage that it claimed. The eight-month lag in

competing with TIM's GSM services has been a serious handicap for Omnitel. In addition, it carries the burden of a L750bn licence fee. And while the company underlines that a L1,800bn credit facility agreed last year was 40 per cent oversubscribed, it lacks TIM's financial muscle. With almost no revennes last vesr. Omnitel lost L128bn. In contrast, having been spun off into a separate company in mid-July 1995, the state mobile telephony operator reported L350bn net profit on L2.845bn revenues in less

than six months. But in a booming market, even heing number two brings rewards. Omnitel expects to break even in provided 1998, its third year of partners.



Any time, any place, anywhere: mobile phones have caught on spectacularly in Italy

operations, and to profit from an expansion of mobile telephone services that could bring penetration to 50 per cent of the population over the next 5-7 seven years. Indeed in a recent report on Stet, TIM's parent, Lehman Brothers said it expects Omnitel to have 24 per cent of the market by the year 2000, against TIM's 68 per

There is even space for a third operator: Lehman Brothers forecast that a newcomer can expect to have 8 per cent of the market in 2000. That this could be an appetising morsel is underlined by the interest that the competition for the PCN licence at 1.8Ghz frequency, to be held this autumn, is expected to generate.

One contender should be Albacom Industriali, a joint venture linking Albacom, a company in which BT has a 50.5 per cent stake and treasury-owned Banca Nazionale del Lavoro 49.5 per cent, and the Mediaset television comnany of former prime minister Silvio Berlusconi. The venture was finalised at the end of May, Albacom taking a 70 per cent interest and Mediaset 30 per cent.

Snam, the operator of Italy'a national gas grid; is expected to join soon, adding its advanced communications network to the assets provided by the other three

Ubaldo Livolsi, Mediaset's managing director, believes that a third mobile telephony business, as well as TIM, and whose privatisaphone operator will have tion has been long promised, greater opportunities than will be at the centre of the the second GSM operator. He In early August, the govsays that PCN will be a tech-

for the sale of Stet between 1

February and 31 March next year. There will be a stable

hardcore group of predomi-

nantly Italian shareholders.

but the treasury ministry

will also have special powers

through ownership of a

mobile telephone services

will not be allowed, although

the government is seeking a

limited break-up for Stet. Its

Seat publishing business is

to be sold separately, while

Sirti (installation engineer-

ing). Finsiel (information

technology) and Italtel (man-

ufacturing) may also be sold.

Italian telecoms seems a

botched job. Romano Prodi's

centre-left government

dncked an important issue when re-appointing Stet's

heel-dragging top managers

in June. And its plans fall

short of aiming for a

focused, competitive indus-

Even so, the plans are

under attack from the bard-

left Partito Rifondazione

Comunista on whose support

the government depends: the

party is committed to block

telecoms privatisation. And

there will be no relief from

the extreme right where the

neo-fascist Alleanza Nazion-

ale considers telecoms a strategic national asset.

In July the government

announced draft legislation

for establishing a telecoms

regulatory authority - a pre-

condition for privatisation -

and for reorganising the sec-

Privatisation's opponents

will find ample scope for fili-

buster. Given many missed

deadlines in the past, the

odds are heavily against

Stet's sale next spring.

The plan for privatising

Separation of fixed and

golden share.

nological and commercial leap forward, offering real potential for replacing fixed telephony thanks to a combination of competitive tariffs and a high signal quality that will be markedly better than GSM. "Albacom ebould be the

froot-runner, for the third operator's licence. The partners have enormous technological knowhow, operacompetence, and great financial strength," says Mr Liv-

Albacom lost the tussle for

the telecoms hustness of the Ferrovie dello Stato (FS, Italian state railways) at the beginning of August, however. This went to a consortium of Olivetti and France Telecom in a competition that also involved America's AT&T and Japan's NTT. The FS will spin off its telecoms assets into a separate company in which the Olivetti-France Telecom consortium will have a 70 per cent stake while it will hold 30 per cent.

The big prize, however, is the third operator's licence which could be awarded by early next year. Meanwhile, the autumn promises ruc-tions. Stet, which controls

Russia: by John Thomhill A new rival steps into the game

a competing company could attract additional investment

In Soviet times, Russians used to joke about the country's leaders under their breath. Today they satirise New Russians, who have made a quick fortune out of the country's capitalist revolution and flaunt their wealth ontrageously. The latest joke concerns that most essential accessory for every self-respecting pluto-

crat: a mobile telephone. Three are New Russians sitting in a restaurant. One pulls out a wafer-thin telephone and starts talking. Not to be outdone, the second whispers into his lapel explaining that a ministure telephone is sewn into his suit. The third starts juddering uncontrollably and makes chugging nois

"What's wrong with you?" his colleagues ask. "I'm receiving a fax."

The liberal use of mobile phones is the most visible ien of how the strictly-controlled Soviet communications system has begun to be replaced by an astonishing array of cellular, wireless, fibre optic and satellite telephone networks. It is estimated that the number of cellular phone subscribers in the country will expand from 100,000 at present to 1.2m by the end of the

This explosion of telephone use has not been only among the new elite, As Russia has re-integrated itself into the world economy, the number of international calls has rocketed. In 1993, there were just 1,000 international lines in the country. That has expanded to 45,000 today.

Russia may still be perceived as an economic and political risk. But with a largely-urbanised population of 150m, Russia is emerging as one of the most tateresting developing markets for some of the world's higgest telephone companies, such as Deutsche Telekom, France Télécom, and US West.

Miles Davemport, head of US West's Moscow office, praises the ministry of telecommunications for the speed with which it has introduced regulations allowing a new generation of operators to emerge.

US West has so far invested \$35m in eight telephone projects and has received a \$200m loan faciltion to fund further develop-

"Russia is in the top five developing telephone markets for sure, maybe even in the top three," says Mr Dav-enport. "Asia has so far won most of the attention but Russia is in with a shout." At present, the Russian

elephona industry is still dominated hy Rostelekom established as an independent company after being broken out of the Russian ministry of communications in 1992. Rostelekom controls almost all the long distance and international lines in the country and has been an extremely profitable business after jacking up prices towards world levels.

In 1994, Rostelekom made pre-tax profits of \$204m on venues of \$553m. ING Barings, the Dutch banking group, estimates that the company will have increased pre-tax profits to

\$357m last year. Rostelekom is ploughing much of this money hack into updating its network and has formed a number of loint development projects with western telecoms companies. It has just completed the second phase of a micro-wave and fibre optic trunk line reconstruction project, linking 23 population centres stretching between Moscow and Nakhodka in the far east and then across the Sea of Japan.

But the biggest debate in the Russian telephone industry, concerns how a rival company, Svyazinvest, might be allowed to develop as an alternative long distance and international operator to attract additional investment and stimulate competition.

... Syvazinyest could be me of the most exciting opportionities to arise in the glohal telecoms market recently, although some industry observers doubt the wisdom of allowing competition to emerge at such opment of the Russian telephone industry.

Most national telephone networks have been built by monopoly operators, which have channelled "superprofits" from lncrative regions into extending lines into less attractive rural areas, they suggest.

created company is just a holding company for the spate's 38 per cent shareholding in 85 regional telephone operators with a valufor able licence.

long-distance and interna-

The emergence of ity from the US Overseas tional calls. But the longerazinvest as an investment platform enabling it to develop a network to compete with Rostelekom.

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To this end, the government is trying to sell 25 per cent of the company to a western strategic investor this year, with a further 24 per cent to be sold to international institutional investors in the future to raise more capital for expansion.

But the project has raised a vast array of regulatory. legal, financial and operational concerns which have deterred many western companies. The biggest uncertainty is how Rostelekom will react to the upstart competition, especially con-sidering Svyazinvest will have to rely on it to route many of its calls abroad.

A previous deal to sell the 25 per cent stake to Stet, the Italian telephone company, collapsed last December amid much acrimony after the two sides failed to agree the details of the deal.

Stet finally balked at paying \$630m for the 25 per cent stake and making a further \$770m of investments in developing the country's telecoms infrastructure.

Nonetheless, Stet may well be back in the picture later this year, while Deutsche Telekom, AT&T, and some private investor groups are also believed to have expressed an interest. Alfred Kokh, the deputy

privatisation minister, said the Russian government was hopeful of reviving the project this autumn although he suggested the price would have increased from last year.

But the Russian government will have to do a better job of setting up the regulatory framework if it wants a successful sale of Syvazinvest, It will have to determine whether Svyazinvest is to be an investment holding company or an actively-managed operator and clarify issues about tariffs and competing licences.

"If the government does not address these basic regucouple of months and just wants money in the treasury then it runs the risk of repeating the same flasco as last year," says one telecom munications analyst.

Meanwhile, other foreign telephone companies will continue to develop their patchwork quilt of local operating networks. There is a long way to go. Russia has just 17 telephone lines 100 people compared with 60 lines in the US.

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The UK: by Alan Cane

An abandoned merger almost created one of the world's biggest telecoms groups

It has been an extraordinary 12 months, even for the volatile and fiercely competitive of the year's developments would not have seemed out of place in a TV soap opera. British Telecommunica-tions, the UK's dominant operator, and Cable and

Wireless, parent of Mercury Communications, its main competitor, came close to a merger which would have created one of the world's largest telecoms groups with a market capitalisation of 233bn and unprecedented geographic depth and spread.

It would have been a unique deal: C&W would have acquired BT through a reverse takeover to sidestep regulatory problems involv-ing the C&W subsidiary Hongkong Telecom. The negotiations foundered for a . multiplicity of reasons price, regulatory and competitive concerns and cultural differences.

The talks were partly precipitated by extraordinary boardroom goings-on at C&W. These resulted in the dismissal at the turn of the year of both Lord Young of Graffham, the group's ebullient chairman, and James Ross, its cool and analytical chief executive.

The two men had quarreled publicly and embarrassingly over the direction of the group. The non-executive directors acted swiftly to end the strife, asking former director Dr Brian Smith.

to hold the fort as acting chief executive.

The search for a new chief executive for the group ended in May with the appointment of Richard Brown, a former vice-chairman of Ameritech, one of the larger US local phone companies and most recently president of H&R Block, a tax consultancy and owner of Compuserve, the online information service.

The attention of most of the industry, however, was captured by the long-running battle of words and wits between BT, led by its new chief executive, Sir Peter Bonfield, and Don Cruickshank, the telecoms regulator, over the future regulation of the industry. Many of BT's prices are

capped by a formula designed to force the former state-owned monopoly to greater efficiencies and to protect customers from undue price rises. The formula, the rate of inflation minus 71/2 percentage points, is reviewed every five years. Mr Cruickshank had been holding an industry-wide consultation to decide the formula to apply from the autumn of 1997 to 2001.

But early on, he indicated that he favoured tough measures - inflation minus 5-9 percentage points to apply to 60 per cent of BT prices. He also demanded powers enabling him rapidly to identify and outlaw unfair trad-BT was horrified by both

proposals. It argued that the existing formula was depressing both profitability. and its share price and that the new efficiencies Mr Cruickshank was demanding were unobtainable. It warned of a "cash starved industry littered

with business failures" if the price controls were applied. pointing out that BT's competitors would find it difficult to survive on the thin profit margins left after undercutting BT'a prices. It also said the fair trading pro-posals were unjust, allowing Mr Cruickshank to appoint himself judge, jury and exe-cutioner while BT would

have no recourse to an inde-

pendent arbiter.

When regulator and reguagree on such matters, the only coursa is a referral to the Monopolies and Mergers Commission, an unpopular mova as it absorbs management tima and creates damaging uncertainty in the industry. Mr Cruickshank used it for the first time this year, however, after he and BT failed to agree on who should pay for the costs involved in number portability, a customer's right to retain the same phone number when chang-

ing operator. The MMC essentially backed the regulator, rolling that BT should bear the lion's share of the costs. The judgement is likely to benefit cable companies and other telecoms operators in persuading customers to move away from BT. No clear sign emerged that

the MMC would back Mr Cruickshank on the question of BT's prices and the fair trading condition. But its views were never tested. Mr Cruickshank, who maintained that he did not expect the issue to go to the MMC. took some of the steam out of BT's attack by setting the value of X at 4% percentage points and applying it chiefly to residential and small business users. At the eleventh hour, BT accepted tha pricing formula and,

after some modifications, the

important point, however, is the view of both Mr Cruickshank and BT that this will be the last phase of regulation in UK telecoms.

After 2001, it is expected that competition will be sufficiently well developed to make price control unneces-sary. The Office of Telecommunications will then adopt the rola of market policeman

rather than regulator. Competition continues to intensify, helped by government moves including the decision to remove the final vestiges of monopoly power from BT and Mercury with the ending of restrictions which prevented other carriers from owning and operating their own circuits for

international calls. The list of companies seeking international licences includes AT&T, the largest US long-distance operator, which is building up its UK presence, and Energis, the national operator owned by the National Grid.

Although the cable compa nies, in particular, are winning customers from BT at the rate of several tens of thousands a month, BT's market share has declined only a few percentage points in the past decade. This is largely because of its dominance in the "local loop", the connection between office or

home and the exchange. A number of companies, of which Ionica of Cambridge is the best known, are beginning to offer an alternative local connection in the form of a fixed radio link. The technology is low cost, effective and allows an operator to trade profitably with a 5 per cent market share or less. This "revolution in the local loop" local loop" could help reshape the UK telecoms

Eastern Europe: by Kris Szaniawski

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The state's grip loosens Foreign interest is picking up as privatisation schemes get under way

Strong growth, stabilising economies and improving legal structures are raising investor confidence in centrai and eastern Europe. Foreign direct investment in the region exceeded \$11.3bn last year, nearly double the amount in 1994, according to European Bank for Reconstruction and Development estimates.

National operator

1. Telekom Polska 2. SPT Telecom

4. HPT Croatia

8. Slovak Telecom 8. BTC

5. Rostelecom

12-Eesti Tel

coms. This is not surprising as the average telephone density in eastern Europe is still only about 15 lines per 100 inhabitants, less than one-third of that in the European Union, and waiting lists for new phones often run into the millions. Hungary and the Czech Republic bave led the way in the investment drive by selling stakes in their national operators.

Hungary became the first east European country to yield state control of its national telecoms operator Central and eastern European telephone

Pre-tax profits (\$m)

2.12 99.81

100.77 15.74

23.00

46.80

4,225,00

5.727,597

2,480,000

1,146,000

2,805,000

1,110,000

2,487,000 -764,000

941,000

27,070,000

2124.48

941.00

647.D8

307.00

285.23 188.26

118 94

22,052,00

Much of that foreign when it sold a majority stake investment is going into tele- in Matav last December.

MagyarCom, a joint venture equally owned by Dentsche Telekom and Ameritech, paid about \$850m to the state privatisation agency for an additional 37 per cent of Matav, giving it a majority 67-per-cent holding. In late 1993 Deutsche Telekom and Ameritech had already paid \$875m for a 30 per cent stake in Matav. In the Czech Republic a 27 per cent stake in the national operator, SPT Telecom, has been awarded to a consortium led by PTT Netherlands at a cost of \$1.45bp

ranked by turnover

25.03

68.21

55.93

likely that the government will opt for a flotation of TPSA in combination with the sale of a stake to a stra-In Hungary and the Czech Republic, stakes in the national operators were sold solely to strategic investors, but the political climate in Poland is not thought to favour the sale of a significant stake in a strategic Polish company to a foreign The administrations in Bulgaria, Slovakia and Slo-

Others are expected to fol-

low. The Polish government

announced this June that it

would soon begin privatising

the state-owned national car-

rier Telekomunikacja Polska

(TPSA), probably starting

stake next year. It is thought

venia have also recently announced plans to sell off is not clear how much these are being driven by a need for cash and how much by a desire to implement a more liberal telecoms strategy.

While the growth potential in the fixed-line and cellular

telephony sectors remains large, the problems of tapping this potential are signif-



Leading the way: the Czech Republic has been among the first to

A common pattern across eastern Europe has been to the predominantly smallon the long-distance and international markets and to initially open up local serminority stakes in their tele vices to competition - come operators, although it regional licences have been awarded in Hungary, Poland and the Czech Republic.

In Poland, for example, TPSA's monopoly of the long-distance market will probably be retained until 2002 and the international monopoly even longer, in order to prop up its value. Meanwhile, fixed local-net-

made little impact on the market. The new licensees have complained about high interconnection fees and a lack of co-operation from the national operators. More inroads may be

as early as 1990, although

about to be made in the Hungarian market, where the two largest independent by a subsidiary of French company Compagnie Générale des Eaux (CGE); and the Meanwhile, fixed local-net-work licences were awarded HTCC - signed contracts

with Eriesson in July for the implementation of large scale fixed radio access networks based on the of cellular subscribers in advanced Digital European Cordlese Telecommunications standard.

These independent operators are committed to increasing their line totals by almost 20 per cent a year and so have turned to radio access technology for a

quick solution. According to telecoms consultants CIT, one of the biggest risks for outside investors in eastern Europe is the unpredictable behaviour of governments and state-

owned telecoms operators. For example. France Télécom and Ameritech are still seeking compensation from the Polish government after missing out ou a GSM licence earlier in the year.

Attracting capital through joint ventures is an alternative to privatisation, although joint ventures have tended to be confined to projects targeted at the business community, such as digital overlay networks, satellite links and mobile services. Western financial institutions heve been ready to fund these kinds of valne-added services because of the relatively quick returns

than can be made on them. Cellular joint ventures are plentiful across the region, contributing to that sector's

to FT Mobile Communications estimates, the number eastern Europe grew by over 88 per cent during 1995, by comparison to ebout 59 per cent in western Europe. The number of subscribers now

stands at ebout 750,000. Average penetration levels are still low by western standards but are rising fast -Hungary now has more cellular telephone users per head than does Belgium

Users are expected to expand rapidly as more licences are granted. Most east European countries now have a cellular network based on the NMT-450 analogue standard, but a rash of more advanced GSM digital standard licences are being tition and boost service qual-

Whereae two years ago there were practically no digital cellular systems in the region, there are now 10 GSM networks in operation. Since the beginning of the year two GSM licences have been ewarded in Poland and two in the Czech Republic and further GSM licence awards will soon be announced in Romania and the Slovak Republic. A sec-ond wave of digital licences based on the DCS-1800 standard is also anticipated in

France: by David Owen

Flagship's new course

Sweeping change is on the way following the passage of two liberalising laws

The passage of two new laws has made 1996 e landmark year for telecoms in France. One allowed for the conversion of France Télécom in the first instance for a from an arm of the state administration into a joint stock company, paving the way for the sale early next year of a first batch of the telephone operator's shares. uletory framework for the FFr117bn (£14.81bn) telecoms market. which - like other EU markets - is to be opened to

competition in 1998. This date will mark an unprecedented opening of the telecommunications market," says Jean-Marie Messier, chairman and chief executive of Compagnie Générale des Eaux, which hopes to use the new regime to branch out into fixed telecoms markets. 'In a single step, the 90 per cent of the market that is inaccessible today will be opened to com-

petition. The France Télécom reform was expected to trigger hostile reaction from trade unions worried about the effect of partial privatisation on jobs. But their protest fizzled in the face of government assurances that the company would continue to give its employees civil servant status, with accompanying job security rights.

until 2002. As it turned out, the government bad more trouble from the opposition Socialists and Communists, who fought the plan vigorously, submitting 500 amendments and forcing prime minister Alain Juppé to resort to a special parliamentary "guillotine" procedure to push the bill enshrining it through the lower house.

The reform, under which France Télécom is due to be incorporated on January 1 1997, should enable the group to seal strategic alliances and strengthen its competitive position. It should also enable it to raise funds for the massive investments required in the developing markets of telecoms and multimedia.

The government has promised to retain a 51 per cent stake in the world's fourthlargest telecoms operator in terms of 1994 turnover, with up to a further 10 per cent

reserved for employees. BZW, the UK investment bank, recently valued the group, which last year made net profits of FFr9.2bn on eeles of FFr147.8bn, at FFr147bn. It said the company scored well on "simple efficiency measures", such as lines per employee and labour efficiency.

It said the group had high penetration, with 56 lines per 100 population, and a fully digitalised network, future expenditure could be geared towards expanding the range of services and increasing line usage" The new regulatory frame

ment of an independent regulatory authority, to be set up from January 1.1997. This body will supervise rules fixed by the government, which will retain the right to licence new operators from January 1 1998, when complete liberalisation takes effect. The reform makes France Télécom responsible universal service, defined a providing an affordable national service with no price discrimination based on geography. Much of the detail remains to be worked

interconnection charges for new operators could be a bone of contention. The government has spell ont five guiding principles behind its reforms: Guaranteeing a quality public service for everyone;

Guaranteeing users simple access to more services; Creating an environment favourable to the development of competition;

Developing France Telecom'e competitiveness and Ensuring fair competition

through the creation of an effective regulator. Ministers also hope that more jobs and cheaper calls will result from the advent competition. Indeed France Télécom has already implemented two rounds of price cuts this year. François minister, recently suggest further reductions in tariffs

Competition has already started to cresp into certain segments of the French market. in May, MFS Communications, a US-based telecome company, announced the link-up of its first corporate client to a 20km optic fibre network in the Paris sewers.

would be mede before 1998.

Competition is also entrenched in the buoyant mobile market, where the two established operators -France Télécom and Générale des Eaux - were this year joined by Bouygues, better known for its construction activities and interest in the TFI TV chan-

At just over 1.8m at the end of July, the number of mobile subscribers is still low in France compared with other western European because phones tend to be viewed as business tools, with services priced and packaged accordingly. Bouygues' arrival on May

30 with a network that ope etes at the 1,800MHz frequency range until recently reserved for the French defence ministry looks set to change all that. The company has described its market as "the general public", something that has been reflected in its early promot to cost FFr65m between June and September and has featured the slogan "Using the telephone is becoming e sixth sense" - and in the price at which its service is being pitched. By end-July the new network had clocked up more than 22,000

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Technologies lead the way

While the sector trails others overall, mobile telephony has leapt ahead

in the past few years, deregulation and new technologies have supported the emergence of telecoms as one of the fastest-growing sectors of the Japanese econ-

The country's telecoms industry still trails behind the electric machinery, vehicles and electric power industries in terms of overall sales by type one carriers operators that own their own network infrastructure. Sales amounted to Y9,000bn in the year to March 1995, according to the Ministry of Posts and Telecommunica-

Y('000 billion)

Growth in mobile communications in Japan

riers showed the strongest growth among all industries in the last fiscal year to March, 1996, climbing 27.8 per cent to Y3,460bn, the ministry points out.

In particular, the mobile communications market has seen rapid growth in subscribers since deregulation was introduced and helped to reduce prices significantly.

Japan's mobile communications market grew 71 per cent to Y2,400bn in the fiscal year to March 1996, according to the Ministry of Posts and Telecommunications. Japan is now the second largest mobile phone market after the US with 13m subscribers at the end of April this year - an increase of 81 per cent over a year ago.

Personal handy phones. which are a cheaper form of However, overall planned cellular phone, have also

spread rapidly, with subscriptions reaching 2m in the first 10 months after services were started. The use of mobile commu-

nications tools is so widespread that it has become a social issue in Japan where the use of phones in public places such as on trains, in hotel lohdies and restanrants, is frowned upon. What is more worrisome, the Japanese police found that up to three quarters of the accidents that were reported in June occurred while the driver was trying to make or receive a phone call.

Snch concerns, however. are hardly expected to halt the growth of the mobile communications market. This fiscal year, the telecoms ministry expects the market to grow a further 48 per cent to Y3,500bn.

While the mobile market has shown spectacular growth, the fixed line maret has been hampered by a lack of competition despite extensive deregulation measures introduced 10 years

In particular, the lack of access rules in a market where the former national carrier, NTT, provides both local and long-distance services and dominates the local market, has prevented long-distance carriers from competing effectively.

NTT has been able to charge its long-distance competitors high rates for access to its local network, a factor cost of long-distance tele-



phony and other services in Japan. As a result, the cost of telecommunications in Japan has been kept high, many services have been kept from growing and "the average spend per head in the US [telecoms market] is 50 per cent higher than in Japan," points out Barry Dargan, industry analyst at

Before the end of this fiscal year in March, however, the government is expected

SBC Warburg.

to take a number of measures which will go a long way towards resolving out-Long-distance carriers

standing issues First, the government will draw up access rules based on the recommendation of an advisory panel which is dne to be finalised next

The difficulty NTT's competitors have had in competing successfully with the dominant carrier hes stemmed to a large extent from a lack of fair access to NTT's local network.

have had to pay out close to half their revenues in eccess charges to NTT. Tokyo Telecommunication

Network, a regional phone company operating in the Tokyo area, has not been able to grow its business due to its lack of the final link into customers' homes, which is dominated by NIT. Although TTNet has an

extensive network linking long-distance and local switches, without the connection to homes, either the company or subscribers were obliged to pay the cost of laying that line, which is prohibitively expensive and wasteful, NTT, meanwhile, had shown little interest in providing TTNet with the required link.

Under the threat of divestment. NTT itself declared a policy of providing open access to its network, last

TTNet plans to take advantas ge of this new policy and, in early 1998, start to local and provide long-distance phone services at rates lower than those currently charged by other

operators. Long-distance and international call services will be offered hy tying up with long-distance and international carriers. Kazuo Fujimori, president of TTNet was quoted last year as saying that with access to NTT's network, the company can aim to win 4m users, or 20 per cent of the Tokyo regional market in the next

However, the telecoms ministry believes NTT's stated policy will need more than the company's own private initiative to be effective.

By drawing up access rules, "we are trying to create a framework for NTT to provide open access to its [local] network that would include an incentive for, or some form of pressure on the company, to do so at low rates", says Eiichi Tanaka, a senior adviser to the tele-

come ministry. Secondly, the governmen plans to deregulate the leased line market to allow each end of privately leased lines to be connected to the public network.

Deregulation of the domes tic leased line market could take place as early as this aniumn, making it possible for companies that do not have their own lines to provide telecoms services to a general public.

At the same time, the government is working towards bringing forward deregnlation of the international leased line market, which is expected to have a tremendous impact on competition in that market.

By next spring, the telecoms ministry is also expected to remove barriers separating long-distance and international business, following removal of the boundary between local and long-distance markets.

The ministry plans to ask for a revision of the KDD law to allow the international carrier into the domestic market. Until now.

Japan has been unique among industrialised countries in separating the international and domestic tele-

coms businesses. The removal of that distinction is likely to prompt alliances, if not outright mergers, between international carriers, such as KDD, and long-distance carriers, such as Japan Telecom, which in turn will help to realise lower rates, says Mr Dargan.

By the end of the year, a government decision is also expected on the status of NTT. This is a major issue that has been left undecided in spite of the recommendation by a government advisory panel that NTT should be broken up into a long-distance company and local carriers to stimulate

competition. As these decisions take shape, they are expected to usher in important changes to Japan's telecoms industry. A decision on NTT's status, for example, will give foreign carriers looking for a Japanese partner a more solid basis upon which to base their decisions. Japanese carriers that do not know what kind of carrier they will be competing with in a few years time will have a better idea of their competitive environment.

Japanese carriers will also have a clearer idea of their priorities concerning overseas markets and alliances at home. The next few months will be crucial in laying the foundations for an extensive restructuring of Japan's telecoms industry.

■ Talwan: by Kris Szaniawski

Asian tiger sharpens its claws

Partly as a result of international pressure, the state Organisation. is liberalising its

telecoms industry

Having lagged behind its neighbours in recent years, Taiwan took a big step for-ward at the beginning of this year by legislating to open up its telecoms market. In a bid to extend its position as a regional business hub Taiwan is putting the finishing touches to a series of tenders which which will deregulate telecoms in this tiger economy,

The monopoly on switched

voice traffic will probably remain in place until 1998 but the liberalisation of other fixed traffic markets, such as data, is expected by the middle of next year and all mobile services are in the process of being deregulated. Foreign investors are lin-ing up to bid for a total of eight new cellular licences, eight paging licences and up to 30 licences for other wireless services. In this feeding frenzy the cellular licences are attracting the greatest

The tender details have yet to be finalised. In the latest development, the Taiwanese government bowed to lobbying from Washington by deciding to raise the threshold of foreign ownership in domestic telecoms ventures to 49 per cent rather than the 20 per cent that it had proposed in May. The Taiwanese are open to current GSM cellular service

pressure as they are depen-dent on US backing in their bid to join the World Trade

Powerful US companies which are among the foreign companies planning to bid for the lucrative digital cellular licences - such as AT&T, AirTouch, South Western Bell, Sprint and Nynex - are also lobbying their government to exert pressure on the Taiwanese authorities to drop the 11.5 per cent profits ceiling that it proposes to impose on all coms joint ventures.

The foreign ownership barrier may in any case prove not to be a limitation as the Taiwanese government has suggested that it will give it as favourable an interpretation as possible by extending the definition of what constitutes a local company. Although Taiwanese inves-

tors will still dominate the various consortia bidding for cellular licences the new telecoms market will be far from the state-owned telecome monopoly that existed until recently. With cellular penetration

currently standing at a mere 3.5 per cent by comparison Hong Kong, the Taiwanese have a lot of catching up to do with equivalent econo-mies. With a per capita gross domestic product of about \$12,000, Taiwan has a cellular penetration lower than Malaysia's, which has a per capita GDP of only about communications, probably

The waiting list for the

operated by the PTT may be as high as 400,000, illustrating the extent of pent-up demand and the opportunities awaiting new operators. Expansion has been held back by slow infrastructure roll-out and inadequate

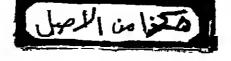
capacity. As the national operator had attracted 170,000 customers hy the beginning of this year to a GSM network that was only launched in early 1995, and is currently attracting as many as 40,000 net new GSM subscribers each month, this would suggest that customers are out there for the taking.

The total cellular market including analogue subscribers - was about 770,000strong at the beginning of the year and some analysts expect to grow to 4m by the end of the decade.

The government has chosen the GSM and DCS-1800 European-originated digital technologies for the eight cellular licences. Three regional GSM and three regional DCS-1800 licences will be awarded possibly before the end of the year, as well as one or two national DCS-1800 licences. It is not with about 12 per cent in yet clear if one of the national DCS-1800 licences will go to the state-run

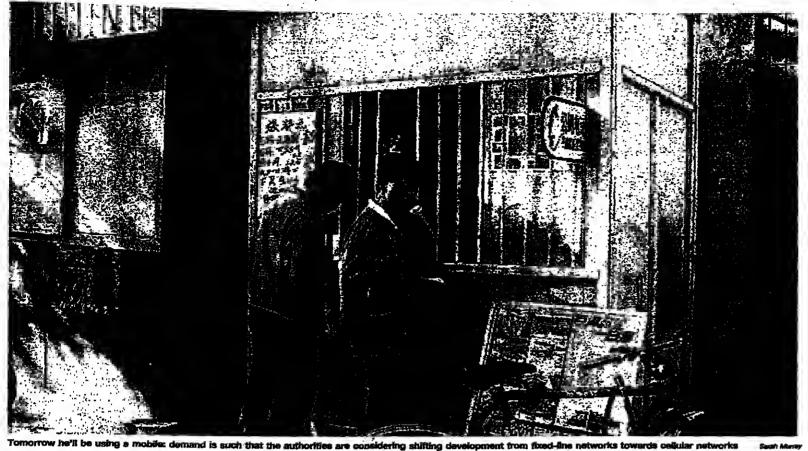
national operator. The state-run national operator, Directorate General of Telecommunications, is being restructured as the corporate Chung Hwa Teleas the first step towards selling bits off to outside inves-





interest.





The bamboo superhighway

Beijing plans to spend much of its telecoms budget on laying fibre optic cable

Extraordinary growth in cellular mobile phone ownership in China is just one aspect of an explosion in the telecommunications sector which includes the spread of telephone services, availabil-ity of cable, plans for an information euperhighway and increasing resort to use of satellite communications. Under China's Ninth Five Year Plan (1996-2000) the country plans to spend Yn500bn (\$61.7bn) on its telecoms by 2000, about two-thirds of which will go to building exchanges and laying 300,000km of fibre optic cable. The Chinese have set themselves tha ambitious

subscribers to the present 41m. Exchange capacity would double to 170m lines. As part of the plan, telephone density rates will rise from 4.66 per 100 people at the end of 1995 to 10.5. In the cities, the figure will increase from the present 13 sets per 100 to between 30-40. That rate of increase for a country with a population of 1.2bn would involve adding the equivalent of half the number of UK lines each

target of adding 64m new

year to China's capacity. Wu Jichuan, minister of posts and telecommunications, said recently that investment in China's telecoms would continua to grow at a rate of about 40 per cent annually to the year 2000 - an extraordinarily high growth rate by any

Plans involve constructing eight borizontal and eight vertical trunk lines covering the whole country. Exten-

services to remote areas in China's hinterland has become a priority under the latest five year plan which aims to redress development imbalances between regions.

Funding for this ambitious programme will come equally from installation fees for the 15m new lines added annually, from high rates of depreciation on the MPT's assets which total about Yn260hn and from

These include commercial hanks loans, assistance from international lending institutions such as the World Bank and credit guaranteetype funding through institutions such as the Export Credits Guarantee Department, the UK credit agency, Coface of France and Hermes of Germany.

Mr Wn defended China's decision to exclude, for the time being, foreign companies from involvement in the actual operations of China's, presently has most subscribtelecommunications system. saying conditions were not vet right. But he hoped that by 2020 the Asian Pacific authorities are considering Economic Co-operation, (APEC) forum target of open telecommunications throughout the region could.

be met. "In China we are trying our best to make conditions right so that foreigners can take part in operations of telecommunications. We'll, do our best to make conditions right to comply with APEC," he said.

Mr Wu said one of the constraints on foreign participation was the fact that forelgnere would only be interested in the eastern areas where demand was concantrated, and would have little interest in thasparsely-populated western

But he added that foreign ers were not prevented from being involved in the actual construction of networks "in ways acceptabla to both sides". Foreign companies were not precluded from equity investment in such ventures with a "fixed rate

of return". One area which has been eyed covetously hy interna-tional telecoms glants is the cellular phone sector. This is not surprising given the extremely rapid spread of mohile phones. The official China Daily reported recently that China Telecom, a subsidiary of the ministry of posts and telecommunications, was to poised to become the world's largest mobile phone operator within a year.

At the end of 1995 China Telecom had 3.6m customers. By June, that number had risen to 5.1m, and is expected to reach 7m by the end of the year. At that point, China Telecom will have passed AT&T which

Indeed, such is demand for cellular phones that the

shifting emphasis from developing urban fixed line telephone natworks to expanding the mobile network instead.

Foreign companies, including Motorola of the US, Nokia of Finland and Ericsson of Sweden are producing mobile phones in China. Motorola plans to invest \$2bn by the year 2000, producing communications equipment, including cellular phones and pagers. The number of pagers in use in China reached some 20m at the end of last year, making China the world's largest pager market.

China is also looking well heyond 2000. The MPT is forecasting that by the year 2010, 420m lines would be available, more than doubla numbers at the end of the century. In addition, a "broadband integrated digital network" would be in place to provide interactive multimedia services in the cities and coastal regions -China's version of the super-

"Three Goldens" projects, consisting of the Golden Bridge, Golden Customs and Golden Card, The Golden Bridge scheme will provide "superhighway" communica-

tions between ministries, state organisations and companies; the Golden Customs project will upgrade radically customs service communications to facilitate clearance of goods; and the Golden Card project is aimed at developing China'e credit and debt card systems.

China is also plunging heavily into the development of its cable networks. In 1990, the country's subscribers to cahla totalled 13m. households. At the end of July this year numbers of subscribers had swelled to 45m out of a television-owning population of about 250m

By 2000 that figure is expected to reach 80m, making China easily the biggest cable television market in the world. In China's tele-China is now constructing sky, it seems, is the limit.

India: by Eden Zoller

Rich returns for patient investors

Despite its potential, red tape and swings in policy deter many operators

For foreign investors, the Indian telecoms market is a tantalising one. Its potential is huge, with expectations that revenues generated will reach about Rs350bn (\$10bn) by 2000. And with the country's penetration rates and service standards some of the lowest in the world, the government - determined to upgrade the sector but with a limited hudget - is turning to overseas investment. But foreign operators finding the licensing procedure marred by red tape, political infight-ing and changes in policy, have become dialllusioned and some - BT, for example - have pulled out of the race

With a population of almost 1bn, India has only 12.9m installed lines, the penetration rate for fixed services is an extremely low 1.3 lines per 100 people, and in spite of installing a record 1.7m lines last year the government cannot keep up with demand. The waiting

list is between 2.5 and 3m. The government aims to increase the penetration rate to six lines per 100 people and to provide at least one telephone in all of India's

600,000 villages. Cellular services, introduced in India only in 1994. are limited to two GSM networks in each of the country's major cities: Delhi, Bomhay, Madras and Calcutta. The GSM operators are all joint ventures between local groups and foreign investors, and unlike the market for fixed services, the cellular market is closed to the national opera-

liberalise fixed services and further open up the cellular market last spring, when it carved the country into 21 regional licensing zones and issued tenders for two cellnlar licences in each zone and line services in each zone. Concessions are classed according to the relative attractiveness of an area in terms of business potential. Five top ranked class A licences cover Andhra Pradesh, Gujarat, Maharashtra,

Tamil Nadu and Karnataka.

Class B licence areas are

Haryana, Kerala, Madhya

Pradesh, Punjab, Rajasthan,

Uttar Pradesh East, Uttar

The government moved to

Pradesh West and West Ben-

Class C licence areas are Assam, Bihar, Himachal Pracesh, the North East and Orissa. Bids bave been placed in all areas except the Andaman and Nicobar Islands and the conflict-riddled state of Jammu and Kashmir.

Foreign companies have been allowed to enter the market via joint ventures in which they can hold up to 49 per cent. Tenders attracted US and Europeao heavy-weights including Stet of Bell Canada, Nyncx, US West, Moscow Telecom and Bezeq of Israel.

However, the tender process was thrown into disarray last November when, after the first round of bidding was completed, the government abruptly announced that it would place a cap on the number of licences any one operator could bold.

A single operator can only hold three licences in the grade A and B circles, although there is no limit on the less attractive C circles. On the cellular side, the US West-BPL and the Modicom alliance were forced to give up some of the licences for which they were origi-

nally in line. The cap caused an outcry among bidders and provoked the opposition party to accuse the government of imposing the limit to prevent one of the bidders from making a mockery of its pollcy of using private investors to fuel the development of

hasic services. The bidder in question was the alliance of local group Himachal Futuristic Communications Limited (HFCL) and Israeli national carrier Bezeq. The HFCL-Bezeq alliance bid much higher than any of its rivals and was in line to scoop up nina of the 21 licences for basic services. HFCL-Bezeq hid \$26.58bn for the nine licences, and there was concern that the group would be unable to fund the development of services in all nine franchises. A failure embarrassing for the government, robbing local people of the services they had been

promised The cellular licences for the 18 zones where bids were placed was settled in January, but the award of the licences for fixed-line services was not resolved until the spring. The tender for basic services was not only hit by the imposition of a

licence cap but also by the introduction of a reserve price ofter the second round of bidding.

Groups such as US West-BPL and AT&T Birla were so disenchanted that they simply dropped out altogether. The reserve prices were con-troversial, particularly as it was unclear exactly how they had been calculated. US West argued that reserve prices were too high, and could not be justified given the amount of investment needed and the likely returns.

In the event, the second round of bidding saw a marked decline in enthusiasm with only six bids placed and nine regions failing to attract a single offer. The lack of interest in the nine regions made a third round of hidding necessary and forced the government to reduce the reserve prices to attract interest.

Although the regional licences for hasic services have all been awarded, the dust has not yet settled on what was a confused epi

The operators are now try-ing to thrash out acceptable interconnection rates for access to the national network, a process proving so problematic that the opera-tors have successfully lobbied for a six week extention to the original July 31 deadline for deciding the matter.

However, the signs are that once the parameters have been mapped out progress will be rapid. The cellular operators are moving quickly and most have already placed orders for network infrastructure.

Fixed-line operators could be as quick off the mark once interconnection rates have been established.

in addition, in spite of the hurdles, India's ombitious telecoms liberalisation pollcy bas generated market reforms in a short space of time. For example, while the country's first cellular services were introduced in four cities in only 1994, by the end of last year together they had about 60,000 sub-

Merchant bank Salomon Brothers reckons that the new wave of entrants to the cellular market will swell the customer base to 3m by 2000, generating revenues of up to \$3bn. For those prepared to face the burdles, the overall picture is more positive still, with total telecoms revenues expected to climb from \$2,7bn at the end of 1995 to \$10bn by 2000.



sion of telecommunications

■ Pakistan: by Farhan Bokhari out mixed signals

The market's prospects have been dogged by delays in selling state-run PTCL

Two contrasting images define Pakistan's telecom sector. One is the vision of a huge market with opportunitles for expansion. But this optimistic picture is set against growing concerns over the country's failed efforts to begin the privatisation of the Pakistan Telecommunications Corporation (PTCL), the monopoly telephone company, since the government first decided to privatise it more than four years aro.

The delay has been caused by a variety of reasons including security concerns. pricing of the company and political uncertainty which has dampened investor interest. Many potential investors, therefore, may have good reason to believe that Pakistan is in no rush to priratise the sector and open it up to foreign or domestic

investment. The mittal two-year delay was caused by objections from the country's defence forces who argued that the takcover of the PTCL by a private management would

harm security interests. The government subsequently gave assurances

that part of the money raised from the sale would be used to set up an alternative "secure" telephone network for the use of govern-ment and defence officials. However, despite such assurances, worries continued and were added to by concerns the sale of PTCL would not raise enough money.

More recently, worsening political and economic trends in Pakistan have added to anxieties among officials and businessmen, many of whom believe plans to privatise the PTCL may suffer further dalay. "You have growing anxi-

eties over the political future of prime minister Benazir Bhutto'e government and you have worries over the country's economic trends. The combination of these two may hurt the chances of P'CCL's privation," says a senior western economist in Islamabad.

In recent weeks, however, many officials have drawn comfort from reports that a newly emerging Dutch-Indonesian Pakistan consortium may enter the race and offer up to \$2bn for 26 per cent of the company's shares. The government wants to sell the 26 per cent stock to an individual private investor or a consortium along with a transfer of the company's

management. The government's privati-sation commission in Islama-

bad announced that Setiawan Djody, chairman of Steden group of Indonesia, J.B. Volheda, president of PTT Telecom Netherlands, and representatives of Shaheen foundation, a newly emerging Pakistani business group, verbally expressed interest in bidding for PTCL after discussions with govemment officials. In a separate announce

ment, Shaheen foundation said, the consortium could offer up to \$2bn to buy the 26 per cent shares. That announcement helped to remove some of the anxiety triggered by earlier reports that AT&T had decided not to put in an offer aftar reviewing PTCL's performance and growth pros-

This July, PTCL announced that its annual revenues for the year to July 1995-June 1996 had exceeded a target of Rs35bn (\$978m). but did not indicate by what margin.

The company has set riself an ambitious revenue target of Rs44bn for the current fiscal year ending in June next year. The company has so far not given a figure for its pre-tax profits for the last fiscal year though many analysts say that it would be 7 to 12 per cent higher than the previous year when pretax profits were Rs16.835hn. Prospective investors have

bean promised measures

which would ensure continued profits. The contract for the 26 per cent share privatisation would include clauses committing a seven-year monopoly on rights to pro-vide basic telephone services in Pakistan as well as a 25year renewahla licence to provide a full range of telephone services. The company also says

that its prospects for growth remain attractive. PTCL has so far provided connections to 2.48m subscribers and still has capacity to eerva another 670,000. Recent expansion in PTCL's capac-ity has raised the average availability of telephones to Pakistani subscribers to 1.76 phones per 100 people up from fewer than 1 per 100 in The company has also

recently taken steps to modernise its services, with moves such as the introduction of on-line Internet access for subscribers and a facility allowing companies to connect to national ninedigit universal access numbers, similar to the 800 service in North America. Some analysts are positive

on PTCL'a growth prospects. Aaliya Dossa, analyst at Crosby securities' offices in Karachi says: "In such a buyers use current sbare large country where there is growing demand, you'll see the PTCL making more money in the future". Nasir Bukhari, head of

Karachi's Khadim Ali Shah Bukhari and company, a large hrokerage firm says: "In spite of the uncertainty, PTCL's privatisation is bound to get going in the next few months." However. he adds, the pricing may remain an issue becau spective huyers are likely to make hids which are lower than those envisaged by the government. The government has so far not announced how much it wants for the 26 per cent share. Many other analysts say

conditions in Pakistan'e leading etock market in Karachi may be crucial to the PTCL's future. Ten per cent of the PTCL's shares were placed on the markets in Pakistan and overseas, two years ago, when the government decided to sell part of the company'e equity prior to a takeover by a private management. The sbare prices have

fallen by more than 40 per cent from their peak, largely due to political and economic uncertainty in Pakistan, which has pushed down the stock market's index. Many analysts say that a

dispute over the pricing may be triggered if prospective prices to assess the value of the stake while the government may expect to sell those shares at a higher price



t with a population of almost thr. India has only 12.9m installed lines.

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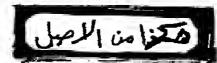
(the former network systems, business communications systems and microelectronics divisions of AT&T, plus Bell Labs).

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Fortunes for the taking

seeking to block the regula-

They would require it to sell

competitors at below cost,

Not that the FCC's rules

have made the long-distance

ing to the agency's calcula-

have to resell calling capac-

ity at a discount of between

17-25 per cent - well below

the sort of discounts some

companies had been hoping

becoma even more conten-

tions in the months ahead.

The FCC has yet to rule on

the future for access charges

companies pay to local ones

pleted. These fees amount to

a \$20bn-a year subsidy to the

local phone industry, and

are likely to be fought over

Not everyone is unhappy,

however. Bernard Ebbers, chairman of WorldCom, the

the fees that long-distance

Things are likely to

GTE complained.

to achieve.

bitterly.

Deregulation is likely to create huge openings for the telephone industry

Since the starting gun went off on August 8, there have been some clear pointers as to how the deregulation of the US's \$100bn local telephone industry is likely to proceed. And, for those who are fleet of foot, the opportunities to make new fortunes in the telecommunications industry could be huge.

The opening of the country's local markets, which had been reserved to the regional bell operating com-panies (or Baby Bells) since the break-up of the old AT&T, was set in train by tha passage of the Telecommunications Act in Fabru-

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It took the Federal Com-munications Commission's brings with it a whole new It took the Federal Cominterconnection rules in set of regulations, she added. August, however, to estab-lish a procedure for achieving this - and, later, the entry of the Baby Bells into the long-distance market.

The changing shape of US telecomis



the process will be more convoluted and take longer than tions from going ahead. was expected at the time the Act was passed Competition the use of its network to will depend, at least in the short term, on local companies reselling calling capacity, or the use of individual pieces of their networks such as awitches, to their new rivals.

That will lead to complex negotiations in the coming months - and the FCC's overarching, 668-page guide-lines, which are intended to set a framework for the

The Federal agency's interpretation of its statu-tory responsibilities to bring about deregulation has won it little support, and many critics. According to Jennifer Taylor, head of US telecoms consulting at Price Waterhouse, the order betrays the agency's "instinct to regulate". Its detailed framework.

By the end of August, the order had drawn its first legal challenge. GTE, which alongsida the Bahy Bells operates local telephone net-Already, it appears that works, had filed a lawsuit

long-distanca carrier, recently declared the FCCs August ruling to be "absolutely fabulous". His com-ments came as WorldCom announced an all-stock acquisition, worth \$12bn, of MFS, which operates local networks in the US and

> Another of the industry's leading managers was also prompted to action in the days following the FCC rulemaking: Alex Mandl, the heir apparent at AT&T, resigned to join a start-up company, Associated Communications. The company aims to compete in some of the Baby Bells' biggest markets by offering a wireless local communications ser-

The actions of both Mr

Ebbers and Mr Mandl point to a belief that, now that the local market is opening, companies that can move quickly stand to benefit the most.

Neither will have to await the outcome of interconneccarriers any happier. Accordtion agreements, access charge reform or other regutions, local companies will latory actions to launch their assault on local markets. Both have also targetted the high-margin business market in big cities.

WorldCom's purchase of MFS - which itself recently paid \$2.5bn for UUNet, an Internet access company also reflects a belief that those companies which own their own facilities will earn the fattest profit margins.

"By our calculation, you can't make a buck," by reselling local services at the discounts proposed by the FCC, said James Crowe. Also, he adds, companies which have to rent switches or network facilities from their competitors will make "an anaemic return at best".

country's fourth higgest For others, meanwhile, the months - and perhaps years - of gradual deregulation will require a careful balancing act. On the one hand, asys Ms Taylor at Price Waterhouse, it will mean continuing to live in a regulated world - the parapher-nalls of "costing rules, check lists, line-item regulations" put in place by the FCC.

On the other, it will mean acting aggressively to develop new products and attack new markets in those areas where regulation is lightest. That includes developing wireless and Internet access services.

The long-distance carrier MCI, for instance, agreed last month to buy calling capacity from the wireless communications operator NextWave over the next 10 ing local networks in some undoubtedly coming.



Stealing the Baby Bells: rivels are keen to anap up local busine

years. NextWave is set to be one of the largest operators of PCS networks, a wireless technology which many expect to be cheaper and of higher quality than cellular, though PCS signals do not carry as far.

In some instances, saye Whitey Bluestein, vice-president for wireless strategy and development at MCl, PCS could be used to provide a local service, rather than the traditional land-lina, offering another way for the long-distance company to enter the local market. MCI has itself been build-

customers. It also expects to become a reseller of the Baby Bells' calling time, and to reot pieces of their networks to construct its own local services. All this points to a period of competition on a number

US cities under the MCIme-

tro banner, providing it with

direct access to some big

of fronts, as the companies with an eye on the local telephone market seek for the best - and most profitable way to reach the Baby Bells' It may arrive in fits and

starts, but competition is

Proceeding at a gentle pace

Caution is the key for a Mexican government keen to give Telmex breathing space

Change is rumbling through Mexico's telecommunications industry, with important sectors opening up to competition or being put up for sale. But although the scope of the transformation is wide, its pace is relatively slow. Initially, Teléfonos de Mexico (Telmex), the country's former monopoly carrier, may be less affected by competition than first appearances might have suggested.

The company has long been one of the most impressive cash-generators in Mexico. After privatisation in 1991, Telmex reaped massive profits in epite of a poor public image, profits which contributed to \$11bn of investment over five years. Now things seem very different. The country's \$3bn long-distance market, traditionally the main source of Telmex's profits, bas been open to competition since August 11 this year. Both Telmex and two start-up rivals, Avantel and Alestra, bave begun to promote themselves in massive advertising campaigns although so far only a handful of consumers can choose between carriers for ordinary calls - and other, smaller rivals are waiting in

For their part, a clutch of smaller companies are likely to operate by leasing excess capacity from Telmex or another of the big players. The pace of competition in local telephony is also

slower than some might like an area where Telmex has no legal monopoly, hut where its low rates have, to date, deterred rivals from beginning operations. The government ie keen that local charges increase

only slowly and has taken pains to ensure that other income - such as fees paid to Telmex for handling incoming international calls - compensates for a gentler rate of change to local tar-

However, local services may become more attractive with new, cheaper technology such as fixed wireless systems, which avoid the costly laying of telephone lines. The sale of a part of the radio-electric spectrum for local services is scheduled for later this year. Just before taking office.

Carlos Casasús, president of Mexico's Telecommunications Commission, said: "My impression is that the new technologies will allow very different economies for com-

The commission is the government agency entrusted with the regulation of the sector. Mr Casasús added: "Fixed wireless services will not require much forward investment. So, by the middle or the end of 1997, local prices should

■ Canada: by Bernard Simon

begins with a war of words

share, protagonists are wheeling and dealing to seek maximum advantage.

Canada's phone companies and cable-telavision operators are warily circling and sizing up each other before they risk a full assault on the enemy stronghold.

This "phoney war" bas been marked by a barrage of publicity from each side trumpeting its own innovative flair and painting a brilliant picture of its future success, while at the same time accusing the other side of holding an unfair advantage.

But the real battle has yet to commence. Frank Koelsch, vicechairman of Gartner Group Canada, an information technology consultancy, notes that "the reality of implementation is that you have to choose technology, choose services and commit to spending large sums of money".

Few operators are yet ready to do that. The priorities up to now have been to get the best possible deal from regulators, mount limited trials of new technologies and

sort out internal problems. Typical of this preparatory phase was an announcement in

In the fight for market mid-August by Telus, Alberta's high-speed internet access, video games and television to 3,400 The trials are due to start in the second half of 1997.

Bell Canada, the biggest phone company, has set up an Internet access provider known as Sympatico. Bell will offer the Sympatico service as part of tests in two Quehec and Ontario towns, starting this month, using Asymetric Digital Subscriber Line (ADSL) technology. ADSL can download data to a personal computer 100 times faster than a conventional 14.480 band modem without interfering with telephone calls.

Several cabla companies have begun offering similar high-speed services on a trial basis. Rogers Cablesystems, tha biggest cabla operator, has signed up 600 customers since it started its Rogers WAVE eervice in Nawmarket, north of Toronto, last November. It says the service, which is claimed to be cheaper and faster than anything the phone compa-nies can offer, will be extended to

other centres later this year. Identifying winners and losers is difficult at this stage. Each side has strengths and weaknesses.

The cable-TV operators, which privatised phone company, outlin-ing plans to build a small fibre-op-tic network that will offer allocated areas, have the advantage of extensive broadband coaxial and fibre-optic cable networks. homes have access to cable, one of the highest penetrations in tha Pizow.

The provincial phone companies. led by Bell (which operates in Ontario and Quebec), have greater financial muscle. They have also proved unexpectedly agile in fending off competition in the long-distance market since regula-

tory curbs were lifted in 1992. The phone companies retain a stranglehold on local services, giving them access to comprehensive marketing data that potential rivals drool over. But their coppercable networks generally require costly upgrading to cater for

broadband multimedia services. The federal cabinet opened the door to bead-to-head competition in August. John Manley, industry minister, said: "The objective of the exercise is to provide choice, to produce technological innovation and to bring about lower prices for CONSTRUCTS.

However, a number of technical and commercial hurdles need to be crossed before consumers reap the full benefits.

The Canadian Radio-television and Telecommunications Commis-sion (CRTC) recently began hear-"We'd like to bundle local serings to lay the ground rules for

At present, the market is a regu-ator's dream – a labyrinth of rules where long-distance calls subsidise local services, business users support residential services, and urban subscribers subsidise rural networks. Canadian households are still pampered by a low monthly charge and an unlimited number of free local calls.

Cable operators and new long-distance carriers have thus hesitated to move into the phone companies' strongholds. On the other hand, the phone companies want to prevent new entrants from cherry-picking" the most lucrative parts of their business. The charges to be paid by newcomers for access to phone companies local networks are among other contentious topics to be considered

by the CRTC. Some analysts predict high initial investment costs will inhibit each side from mounting a full-scale assault on the other for some time. "The real issue is who is in the better position to provide high-speed Internet services," says John Henderson, analyst at ScotiaMcLeod. a Toronto securities firm. In spite of their public bra-

vado, most participants are pro-

vice. long distance, interactive sercompetition in local phone service. vices, wireless plus an e-mail
At present, the market is a reguaddress for each of your kids, and price," John McLennan, Bell Canada's chief axecutive, said in a recent speech. But he added that Bell would stop short of plunging into the content business, relying instead on partnerships with pro-viders. Such corporate deal-making, in the form of mergers, acquistitions, disposals and alliances, is likely to share the limelight with the battla over technology and regulation over the next few years.

Rogers, which just a few years ago harboured ambitions of being a diversified multimedia company, is in the process of selling its con-trolling stake in Toronto Sun Publishing, a newspaper chain. Similarly, Fundy Cable, based in New Brunswick, recently put its radio stations on the block so it could focus its resources on cable. Some pruning has also taken place among the borde of companies that rushed into the newly-deregulated, long-distance market four years ago.

More such wheeling and dealing is certain as each protagonist be able to select a new tele-seeks maximum advantage for the battle ahead. be able to select a new tele-coms company as their default carrier, and not until

SEVERAL ALTERNATIVE TELECOMMUNICATIONS DROVIDERS HAVE PROBABLY ENTERED THE MARKET SINCE WE'VE BEEN WAITING HERE



be fully fledged for some time to come. Mexico's cautious government has shaped a regulatory set-up in which competition is phased in and the various companies' margin of manoguvre has been reduced.

Not until January 1 1997 will Telmex be obliged to connect its competitors to its own local exchanges - and hence to home phones. More time will elapse before ordinary users can sign on to one of the new carriers. Only in April, for example, will inhabitants of Mexico City June will the process be complete.

Only months later will customers be able to choose a different carrier with every call. Officials believe that an emphasis on such "direct dialling" pushed rates down when Chile liberalised its own long-distance sector two years ago.

The government argues that a gradual pace of change will help Mexico avoid similar upsets, while keeping the sector open to qualified companies planning to invest in telecommunications. But the regulatory aet-np will also delay the challenge to Telmex. Most start-up companies will wait until 1997 before offering services, although Avantel, a joint venture between MCI and Mexican bank Banamex, is already installing private lines to connect select corporate clients to its recently built 5,300km fibre-optic network.

Alestra, another significant participant, bringing together AT&T, GTE, Telefónica Internacional of Spain and Mexican conglomerates Grupo Alfa and Grupo Visa, is also building its own fibreoptic network, of which well over 1,000km has already been constructed. The group will market its sarvices under AT&T's name. Ricardo Paon, head of

research at Deutsche Morgan Grenfell in Mexico City, said: "Competition is likely to be more orderly than in Chile, partly because you have two very serious and deep-pocketed participants among the competitors."

Bot competition will not be attractive to operators with new technologies. A eimilar auction for a concession to operate Personal Communications Ser-

vices (PCS) is also planned

for this year, with more

radio-electric spectrum sales scheduled for next year. By providing a cheaper alternative to traditional mobile phones, the PCS sale may braatha life into Mexico's cellular market, which has been troubled by the weak state of the economy since the peso devalua-

Up to now, the two companies in the sector, Telcel, a Telmex subsidiary, and Iusacell, have sought to win customers by offering cheap prepayment schemes, with Telcel snatching market

However, some analysts are sceptical about the capacity of fixed wireless or PCS to ravitalise their respective markets.

"These technologies have not been tested on a mass scale and a number of hitches could occur," said Rizwan Ali, an analyst at Bear, Stearns in New York. Indeed, the effect on Telmex of the future local and

long-distance competition may be smaller than expected in the medium term. "Telmex's international

long-distance service will clearly have to reduce margins in the future," said Mr Casasús, adding that "the company's numbers will be helped by the tariff rebalancing programme and continue to be very attractive".

Telmex's profitability and that of its rivals - will largely depend on whether moderate price reductions generate much traffic. Another crucial factor will be the Mexican economy as a whole, which shrank by more than 6 per cent in 1995, but may grow by up to 4 per cent this year.

In the longer term, the future of Mexico's telecoms companies, both old and new, will hang on the regulations introduced in the next couple of years. In a country where, for the first half of the decade, the long-distance market grew seven times faster than the economy as a whole, there is much still to play for.

Brazil: by Jonathan Wheatley

Network in line for a shake-up

The government is embarking on an extensive privatisation programme

For the millions in Brazil who have been waiting years for a telephone line, Sérgio Motta, communications minister, has a message of hope. In a series of high-profile

statements, be has assured the country that its entire telephone system, including conventional, cellular and satellite services - with the possible exception of long-distance telephony will be transferred to the private sector by the end of 1998. While many regard this as overly ambitious, Mr Motta has removed any doubt that the privatisation of Brazilian telecoms is irre-

versible. There will be much to keep the system's new owners busy. Demand for ser-I vices far exceeds supply. Telesp, the operating company in São Paulo state, recently offered 2.5m lines for sale to new and existing subscribers. It received requests for 5.25m; successful applicants chosen in a drsw will pay \$1,100 in advance and wait up to 30 months for installstion. These are the first new lines

1994. Telephone lines change hands on São Paulo's "parallel" market for up to \$5,000b Telesp is one of 26 local companies controlled by a

holding company, Telebras, together with the long-distanca operator, Embratel. Once a model of state enterprise, the system has suffered from under investment for years. The ministry says \$32bn must be spent by the end of 1998 to increase the number of lines per 100 inhabitants from 8.5 to 15. With the government struggling to keep public spending under control, much of this will have to come from the private sec-

The first private investments will come with the sale of concessions to operate "B band" cellular services, expected early next year. These will compate with "A band" services already offered by the state companies. The sale model is expected to be finalised by October, following public discussion of the ministry's

proposals. It is likely that the country will be divided into 10 "B band" concession areas: six in the prosperous south and east and four in the less developed centre, north and north-east. Under the minis-

Telesp has offered since July iry's plan, operators would dum of understanding with ministry must strike a bal-1994. Telephone lines change be allowed a maximum of Brazilian bank Itamaraty ance between providing the one concession in each of the and Splice, a maker of tele-The existing "A band" ser-

vices may be sold next year. Privatisation of conventional telephony will probably follow later, although the government may decide to sell tha state companies and their cellular concessions at the same time. Before the

Brazilian . tariffs are now closer to the regional averages

local operators are sold, the ministry plans to rebundle them into four or five new companies covering the whole county.

About two dozen consortia, mostly formed by international operators in alliances with local banks and entrepreneurs, are preparing to take part in the various ages of privatisation. US operator AT&T has

formed a joint venture with Globopar, the investment arm of Brazil's biggest media group, and the country's biggest private bank, Bradesco. GTE has signed a memoran-

communications equipment; Bell South has a long-standing agreement with Brazilian bank Safra and media group OESP. Other toternational opera-

tors and equipment makers have announced or are considering similar alliances; they include Nynex, Air Touch Southwestern Bell. US West, Hughes and Motorole of the US, Stet of Italy, Telefonica of Spain, France Télécom, Alcatel and Globalstar of France, Swiss Telecom, Deutsche Telekom, and Cable & Wireless of the UK.

The sale of the "B band" concessions will offer them attractive potential earnings. Existing subscribers in São Paulo pay average monthly hills of about \$100, compared with about \$70 in the US. Brazil has less than 2m cellular telephones; the government hopes this will rise to 17m by 2003. Demand is strong: more than 1m would-be subscribers are on waiting lists and many companies have stopped taking

new orders. Many investors, though, are looking further ahead, to the "A band" concessions and sala of the operating companies themselves. In charges subsidised local them a cheaper option than preparing these for sale, the rates that were so cheap that conventional telephony.

best and cheapest service to the consumer, which would imply selling the companies quickly and exposing them to the rigours of the market, and avoiding accusations of selling public property too cheaply. The companies are likely

to be given a good chance to prepare themselves; indeed, this is already happening. The presidencies of Telebras and its subsidiaries used to be treated as instruments of political patronage. Recent appointments have almost all gone to career professionals.

The has already produced increases at Telebras and at the operating companies. Telebrás' shares have been the darlings of Brazil's stock markets this year, as consolidated earnings rose to R\$1.34bn (\$1.33bn) in the first half, from R\$308m in the first six months of 1995. Although professional

management has played a

credit for the system's earnings must go to tariff increases introduced at the end of last year. Traditionally, high inter-

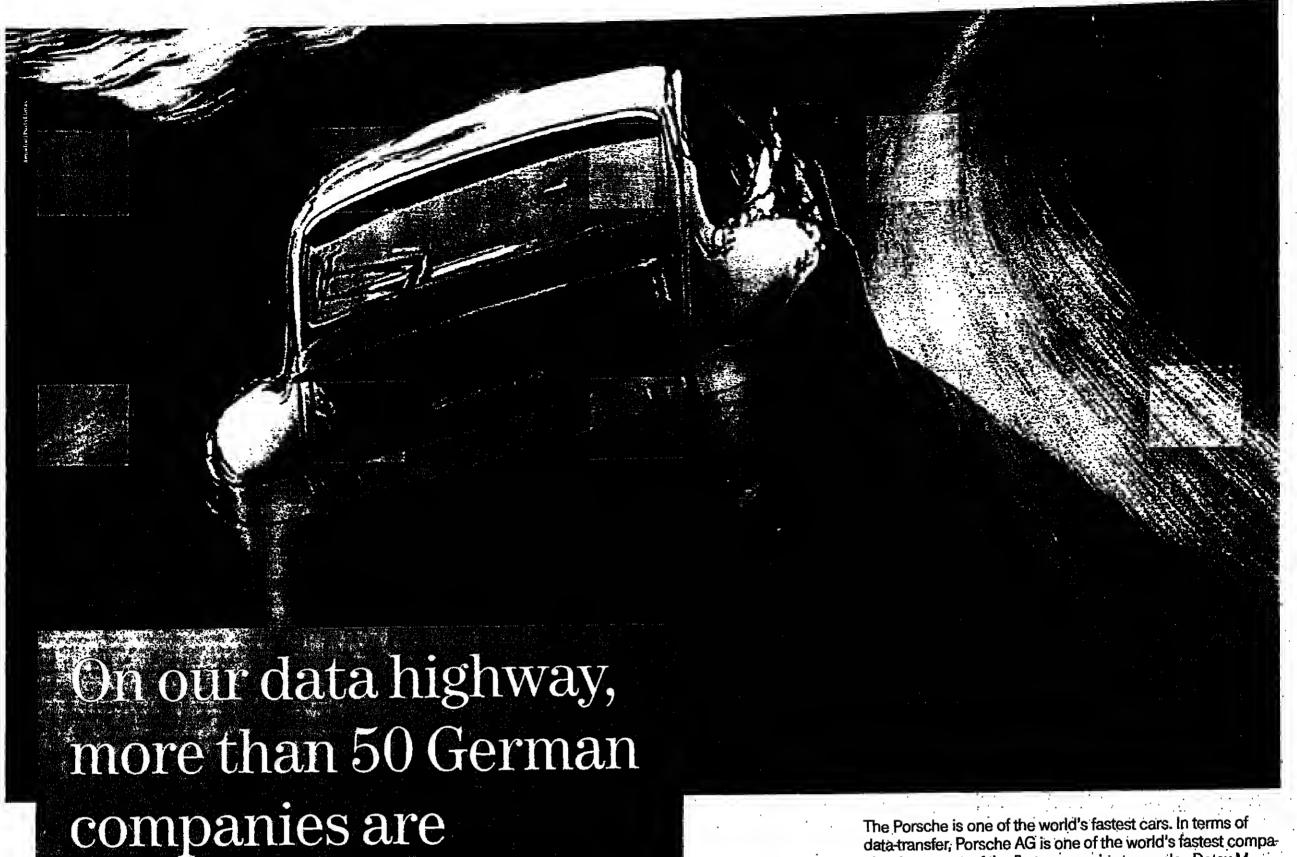
it cost operating companies more than they collected to bill subscribers using only local services. Brazilian tariffs are now

closer to the regional aver-

ages, and another adjustment is likely before the end of this year. However, the government bas not set a target for tariff levels, saying only that it aims to eliminate the "subsidy" of local calls. In the medium term, investors are likely to pay more attention to high-earning cellular services than to expanding the conventional network to the majority of the population that has no access to telephone services. in the longer term, impressive earnings though, it is the vast conventional network that has

the biggest potential for expansion and is of greatest interest to many international operators. Even if Mr Motta's target does prova overly optimistic, subscribers can be confident that competition will shake up the network to their edvantage by the turn of the cenbig part in this, much of the tury.

In the meantime, they may migrate to cellular services. Even at an internationally expensive \$350, the present cost of acquiring cellular national and long-distance lines in São Paulo makes





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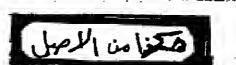
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OTHE FINANCIAL TIMES LIMITED 1996

Thursday September 19 1996

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IN BRIEF

PepsiCo moves to boost top team

PepsiCo, the US soft-drink and fast-food company that has been hit by a series of set-backs, surprised Wall Street by bringing in Mr Karl von der Heyden, a consumer industry heavyweight, to beef up its management team. The company said it had appointed Mr von der Heyden to the posts of vice-chairman and chief financial officer and had nominated him for election to the board. As chief financial officer, Mr von der Heyden replaces Mr Robert Dettmer, who is retiring at 65. Page 18

Berteismann moves away from pay-TV Bertelsmann, the German media group, said it was scaling back its digital pay-TV activities in the wake of recent setbacks in the German market. These include the decision earlier this week by Deutsche Telekom to quit MMBG, the digital pay-TV venture in which Bertelsmann has a share, and the recent merger between Canal Plus, the French broadcasting company, and NetHold, a pan-European pay-TV group.

Ansett sale given qualified go-ah The Australian government has approved the A\$475m (\$375m) acquisition of a half-share in Ansett, the Australian airline, by Air New Zealand - but with conditions that will force a new shareholding structure. Page 17

Charges push Hunting into the red Hunting, the UK defence, aviation and oil services group, announced its first losses for more than a decade after writing off £40.5m (\$63.18m) on its aircraft interiors business. Page 19

Next shares slip despite rise in profits Strong high street demand and the growing popularity of home shopping helped Next, the UK retail group, post a 12 per cent rise in pre-tax profits to £56m (\$87.4m) in the six months to the end of July. However, disappointment among some analysts over the rise in like-for-like sales. concerns over consumer recovery, and profittaking combined to knock shares down 25%p to 573'Ap. Page 20

UniChem purts £15m tag on Lloyds bid UniChem, the wholesale and retail pharmaceuticals group, admitted its attempts to capture Lloyds Chemists had cost nearly £15m (\$23,40m) so far. Most of the costs have come from underwriting fees. Lloyds was also the subject of a bid earlier this year from Gehe, the German pharmacy group. Page 20

Blotech group optimistic on pig clone PPL Therapeutics, the Scottish biotechnology company that genetically engineers sheep to produce medicines in their milk, said it hoped to clone pigs to provide a means of transplanting pig hearts, kidneys and possibly lungs into humans without risk of rejection. Page 20

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Alcatel reveals plans for Thomson

By David Owen in Paris

Chairman confirms bid submitted for entire group on the consumer side, the sim would will be to forge a partnership with "a major

surance'

Mr Serge Tchuruk vesterday broke his stience over Alcatel Alsthom's bid for France's Thomson, saying he wanted to turn the state-controlled electronics giant into the world's second-largest defence com-

In an apparent attempt to halt the recent alide in the telecoms and engineering group's share price, the Alcatel chairman also promised that any deal would not be dilutive for Alcatel shareholders and would not worsen the company'a debt/equity ratio. "We will emerge with a debt/

'In other words, Alcatel is a company with very little

His comments had the desired positive effect on the share price, which rose FFr11, or 29 per cent, to FFrSS.40, recoming most of this week's losses. But they prompted renewed speculation that the Franch state would need to recapitalise the heavily indebted Thomson as part of any deal:

equity ratio of less than 30 per with Morgan Stanley, the US would be looking for partners cent," Mr Tchuruk predicted. brokers, said: "I continue to for both parts of the Thomson brokers, said: I continue to for both parts of the Thomson think there will be some debt business. write-off by the French govern ment." She acknowledged that Mr Tchuruk's remarks on the bid had "given us some reas-

> The Alcatel chairman confirmed that the group had sub-mitted an offer for the whole of Thomson - the moneydraining multimedia consumer electronics subsidiary as well as the essentially profitable Thomson-CSF defence electronics arm. He suggested he

In defence, he would seek to form "a wide-ranging partner-ship" with another leading European industrial group. It is widely expected that this would be Britain's General Electric Company, Alcatal's partner in the 50/50 GEC Alsthom power engineering and transport equipment joint ven-ture. Mr Tchuruk said yesterday it was "logical" but not inevitable that GEC would be this partner.

Asian electronics group". This would permit economies of scale while helping to compensate for Thomson's inadequate

Asian market presence. The battle for Thomson pitches Alcatel against Lagardère, the French missiles-tomagazines conglomerate. Both groups submitted their final bids on Monday. The French finance ministry has said it would need several weeks to nick the winner and Alcatel is widely thought to have a slight

edge. World Stocks, Page 36

UK-based telecoms group must 'sink roots deeper' in overseas markets

New C&W head puts emphasis on global reach

By Alan Cane in London

Mr Richard Brown, who has just completed his first quarter as chief executive of Cable and Wireless, the UK-based telecoms group, has emphasised his aim of capitalising on the fact that C&W has interests in some 50 countries. In his first extensive press

interview since joining in July, Mr Brown said: "Wherever we are in the world, if we decide to stay there, we must sink our roots deeper and go after the market with more than a single service." "If we are in mobils, ws

should consider what it takes_ to be in wireline and what it takes to be in data or video. Margins are better if you sell multiple services into a single Mr Brown also plans to seek greater synergies hetween

Mercury Communications and Mercury One-2-One, the group's two UK-based subsid-

He said fixed line operators had no future without wireless capabilities, confirming that he intends to promote closer links between Mercury Communications, the fixed line operator, and Mercury One-2-One, the mobile business. He is also intent on raising

Mercury's international profile. However, he aims to lift attractive to other carriers. investment in Mercury without raising CaW's overall capital expenditure this year. Mr. Brown, 49 - the first

American to head C&W - was formerly chief executive of H&R Block, the US tax preparation group better known as the parent of CompuServe, the online service provider. He was appointed to restore morale and direction to the company after the exit of its former chairman, Lord Young of Graffham, and chief executive Mr James Ross.

Mr Brown said his main priorities were revenue growth, improved efficiency and a revitalised corporate image. He aimed to concentrate on increasing the group's turnover without sacrificing profitability: "A healthy bottom line begins with the top line. The sustainable health of a business depends on recurring top-line growth." Where a product or servics

worked in one place, he would seek to use it elsewhere. Analysts are divided, however, on how effectively Mr Brown can transform C&W.

Mr Andrew Harrington, senior analyst for Salomon Brothers in London, yesterday issued a "strong buy": note, arguing successful international operators will need strengths in each of the leading economies and that C&W's Asian interests - it holds abnost 80 per cent of Hongkong Telecom - makes it Mr Harrington believed that

Mr Brown would seek a strategic alliance or demerger! Mr Laurence Heyworth,



Going for growth: Richard Brown, C&W chief executive

the group faces severe political, regulatory and business profits come from Hongkong

senior analyst at Robert Flam- Telecom, which faces an ing a seller of the stock, says uncertain future after the UK hands the colony over to China next year. Mr Brown risks. In particular, most of its said his immediate priority was to ensure that the inter-

ests of C&W shareholders were

protected during the transfer of power. Full interview in Interna-

tional Telecoms Survey, Separate section

TWA warns of profits downturn

By Richard Tomkins

Trans World Airlines, the US of one of its Boeing 747s in a mid-air explosion in July, yesterday warned that pre-tax profits would tumble in the quarter ending Septem-

It said the crash was only one reason for the downturn. Other factors included an over-ambitious expansion of domestic flights during the summer, pricing pressure caused by fare sales and

higher fuel prices.
TWA'e profits warning comes just a week after American Airlines said its costs had risen by 4 per cent in the third quarter, boosted by higher fuel prices and the cost of extra security men

American Airlines' announcement introduced a note of gloom to the US airline eector, which has recently eeen strong profits growth amid rising passenger demand

and higher fares. TWA's share price was down only \$% at \$10% in early trading yesterday. But the day before it had slumped \$1% to \$10% - a fall of 13 per cent -after Mr Glenn Engel, an ana-lyst at Goldman Sachs, the Wall Street investment bank, published a gloomy report on the airline's outlook.

Mr Engel predicted that TWA would report earnings per share of just \$1.20 in the quarter to September, down from \$3.18 a year earlier when TWA made net profits of \$76.8m before restructuring

TWA's flight 800 from New York to Paris crashed on July 17, killing all 230 on board. The cause has not yet been established, but sabotage has emerged as the most likely

explanation. Yesterday, TWA said it had carried more passengers this summer than last, but the average fare paid had fallen, partly because of a loss of premium fare bookings on international flights after the

Mr Jeffrey Erickson, chief executive, said: "Operationally and emotionally, this has been an extremely difficult summer for the people of TWA and, unfortunately, it now appears that we will see these difficulties reflected in thirdquarter financial results."

ympic Airways rebounds

Olympic Airways, the Greek state carrier which is undergoing an EU-backed restructuring, posted net profits of Dr9.2bn (\$39m) in 1995, its best performance since it was sold to the state in 1974 by Aristotle Onassis, the Greek shipping Olympic reported a Dr30bn

loss on operating revenues of Dr230bn the previous year, after writing off more than Dr20bn in debt under a state aid package approved by the European Commission.
Operating profits last year

decline in revenues to Dr223bn, the result of a poor tourist season which saw a 10 per cent decline in visitors to However, the airline has

been unable to secure the second Dr23bn tranche of a both for the airline and its sub-

Dr54hu capital injection, which sidiaries, granting extra per was due to be paid in January, because of a dispute with the European Commission over government interference in its management. The dispute blew up in March when Greece's transport minister, Mr Haris Kastanides, sacked Olympic's chairman and managing director, Mr Rigas Doganis,

appointed to oversee the threeyear restructuring.

The EC is expected to decide next month on the release of fresh capital. Analysis said the airline would have difficulty meeting this year's target of Dr17bn in net profits without reached Dr13.4bn despite a . the help of new funding partly due to the poor tourist season.

The EC said that although

Olympic was making a satisfactory recovery, the government was continuing to interfere in its. management.

sion payments to staff who accept voluntary retirement and insisting that Olympic maintain unprofitable domestic routes to small islands.

The government has also failed to lift Olympic's monopoly of scheduled domestic flights and of flights between Greece and third countries. which were both due to end

Under the restructuring plan, Olympic cut 1,500 out of 9,000 jobs, reducing staffing costs by more than 30 per cent last year, and also shut down several lossmaking international routes. However, plans for slimming down the management and ordering new aircraft were frozen after Mr Doganis was sacked.

Olympic's current management has postponed a decision on ordering new sircraft to appointing board members replace its ageing fleet.

MG cuts ties with Young

and Roger Taylor in London

Morgan Grenfell is expected next week to call in the Serious Fraud Office after concluding its interrogation of the starfund manager who brought embarrassment to one of the UK's leading investment man-

agement companies. Mr Peter Young, the fund manager suspended earlier this month for "suspected irregularities", was accused of "gross misconduct" and dismissed on Tuesday night, said Morgan Grenfell, the Deutsche

Bank subsidiary.

Morgan Grenfell had kept that its in-house investigators and those hired from the accountants Ernst & Young could call on the fund manager

to unravel the intricate scheme he had mounted to & Peters, have denied that he mislead his managers. But the company has now

stood, Mr. Young had become less forthcoming in his answers and the investigators had obtained from him most of the information they needed.

Morgan Grenfell refused to say when its preliminary investigation would be completed but the timing of Mr Young's dismissal suggests the company could refer the case to the Serious Fraud Offics as early as next week.

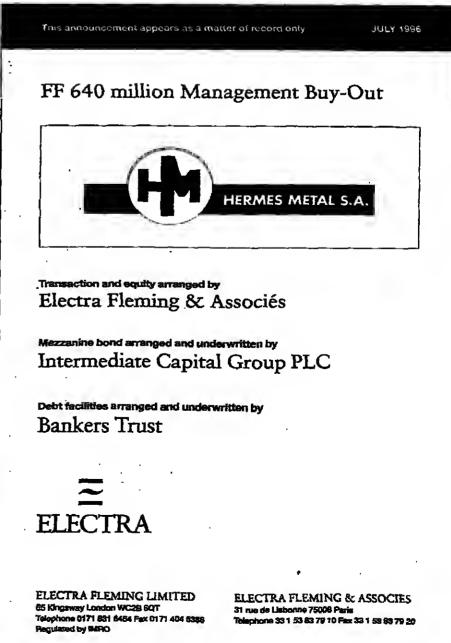
Mr. Young was suspended Mr. Young on its payroll so after it was discovered he had set up a web of holding companies to disguise the scale of his investments in risky hightechnology companies.

Mr Young's solicitors, Peters gained personally.

The slide in British Biotech

cut all ties with its former, shares recently was due to the employee because, it is under- suspension of Morgan Grenfell Asset Management investment funds earlier this month, said Mr James Noble, the UK blotechnology group's finance director, writes Simon Kaper in London. Other shareholders are

thought to have sold on fears that MGAM would dispose of shares in order to fund redemptions in the suspended funds. Mr Peter Young had a stake of about 5 per cent in two holding companies he had created. The shares gained 2p to 208%p yesterday, down from 220p on September 4, the day details began emerging of Mr. Young's holding.



LONDON PARIS MILAN NEW YORK HONG KONG

COMPANIES AND FINANCE: EUROPE

Italian IT group tries to reassure investors and regulators

Olivetti promises finance details in early October

By Andrew Hill

Olivetti yesterday tried to reassure investors and Italian stock market regulators that its half-year accounts were in order, but refused to detail its plans for disposals or strategic alliances.

Before last night's board response to 16 questions cial markets watchdog. On September 3. Olivetti

announced a pre-tax loss of L440.2bn (\$288m) for the first De Benedetti resigned as chairman the same day.

The following day, Mr Renzo Francesconi resigned as director-general in charge of the holding company's finances, and claimed the real financial situation was

clarify its financial and commercial position. Olivetti said it would not be able to publish its net financial position at August

Olivetti denied this, but Consob has since been trying to force the group to

31, as requested by Consob, until the first week of October, because of the need to

The obituaries for Olivetti's

personal computer business

remaining broad range com-

pnter manufacturers - have

also-ran in the commoditised

global industry, its critics

chief executive of the PC

unit and the man charged

with turning the loss-making

business around, insists that

with or without its parent.

Olivetti's PC operations can

survive and maybe even

man industry veteran who

has worked for Digital

Equipment, International

Business Machines and Com-

paq Computer, was brought

keting chief of the PC divi-

sion, and took over as chief

Since then, he has contin-

transformed into a wbolly-

owned but stand-alone sub-

sidiary at the start of the

After years of painful

executive in July.

Mr Auer, a 55-year-old Ger-

But Mr Bernhard Auer,

been written many times.

one of Europe's last

Ollvetti is at best an

By Paul Taylor

ing subsidiaries.

It refused to reveal information about ongoing negotiations on alliances or disposals, because publication of such data "would be extremely damaging".

The group did, however, break down a L200bn provision in the half-year figures. meeting the group issued a Restructuring charges of five-page statement in L115bn included L44bn for the closure of overseas activposed by Consob, the finan- ities, and L63bn for the reduction of personnel and plant in the computer systems and services division. A further L85bn was six months of 1996. Mr Carlo set aside for possible capital losses on disposals and

> In answer to Consob's concerns about credit risks, the group said It did not believe it needed to make provisions against L134bn of credits outstanding to the former Soviet Union. The group said Mediocredito Centrale, the Italian bank, was acting for it and had indicated that the Russian authorities could repay by issuing government bonds in convertible currency. Provisions have already been made for L74bn of interest due.

It had no doubts that it L105bn in the PC business would recover money owed by Italian state institutions.

L15.8bn - a performance

described by Olivetti as a

great improvement on "the

Despite the distractions.

Mr Auer believes Olivetti

can survive in the turbulent

PC market by focusing on

higher-margin corporate

sales of notebooks, desktops

and servers - high-powered machines used to run corpo-

are a trusted brand name

and market share," he says.

Although many industry

pundits insist that size and

global reach are what mat-

ters these days, Mr Auer

believes that by focusing on

solid logistics, manufactur-

ing and marketing strate-

The model for success is

Sales of these stylish por-

computer products - the

table machines, which are

doubled in the past year,

helping Olivetti to become

number five in the European

Now the PC subsidiary's

losses, the PC unit recorded management is betting that moment, however, Mr Aner an operating loss of just the same sales team can help will say only that nothing L10bn (\$6.6m) in the first lift sales of desktop PCs and had been ruled out.

merely survive, but grow.

"The key values we have

disaster of 1995".

rate networks.

Echos line.

ued the restructuring of the made under contract in

operations, which were Taiwan, have more than

Head of PC unit upbeat

press for disposal strategy try and the post office. The group was owed L201bn at

end-June, of which the post

office paid L73bn during

included a L64bn capital

gain from the sale earlier

this year of 13.25m shares in

Acorn, the London-based PC

company, which Lehman

Brothers of the US is now

placing on the market. Oli-

vetti said it had deposited

L65bn with Lehman, which

the shares were placed.

market value.

would gradually be repaid as

It said it had no need to

modify the criteria for valua-

tion of stakes in subsidiaries

because their book value

was generally lower than

On the question of stocks.

Olivetti said its PC subsid-

iary had L198bn of stocks in

its commercial warehouses

at June 30, the Lexikon

office equipment business

had L267bn and the systems

and services division L261bn.

with turnover every six

weeks at the PC unit and

every three months at the

and L123bn at Lexikon at the

PCs, Olivetti ranks eighth in

Europe but has been grow-

ing at above-market rates

tainties about its future.

recently, in spite of uncer-

nearly 1m PCs last year. It is

particularly strong in Italy,

where it has about a 17 per

cent market share, and in

the UK, France, Scandinavia

About 30 per cent of sales

are to private consumers,

but the bulk is to the profes-

sional or corporate market -

particularly in the financial

and retail sectors, traditional

Olivetti's systems and

servicas business is the

unit's largest customer, but

Mr Auer strongly denies

prices have been anything

other than at commercial

was careful vesterday to

avoid speculation. "Fuelling

the speculation would not be

Nevertheless, it is no

secret that the PC manage-

ment team has considered a

buy-out or a partnership

with another company, per-

haps from east Asia. For the

Information about the per-

beneficial," he said.

Olivetti strongholds.

and Germany.

Industrial stocks stood at

other operations.

half of this year on sales of servers. In terms of desktop

gies, the business will not suggestions that transfer

August

and Andrew Hill in Milan

Institutions

Olivetti said it had Members of a group of institutional shareholders who hold collectively about 25 per cent of Olivetti's equity said yesterday they were likely to call an extraordinary general meet ing if the company failed to meet their concerns.

In particular, the share holders do not want Mr Carlo De Benedetti reappointed as chairman of Olivetti and are pressing for the company to sell or close its personal computer subsidiary immediately.

Members of the group. which has met twice in London to discuss possible action, include Baring Asset Management and Morgan Stanley.

Nomura Capital Manage ment, which inltiated the first meeting of the share holder group, recently sold its Olivetti shares.

Speaking ahead of last night's board meeting, the shareholders also said they bellsved the underlying value of the company's shares to be between L1,500 and L2.000, and want the company'e management to implement a strategy based on disposals and demergers to achieve that value.

Mr Talal Shakerchi, head of European equities at Old Mutual, which bolds about 2 per cent of Olivetti and is ember of the shareholder group, said yesterday that the value in the company needs to be realised".

Overall, Olivetti sold For example, the compa ny's 41 per cent stake in Omnitel Pronto Italia, the mobile phone company which is one of the group's most attractive assets, should be demerged to shareholders, he said.

"If we are disappointed then there is a very high likelihood" of an extraordinary meeting being called Mr Shakerchi said.

Shareholders need 20 per cent of Olivetti's shares to call an extraordinary meet ing, Assorisparmio, an Italian small investors' association, said yesterday it had already gathered the sup-As to the future, Mr Auer holding 10 per cent of Olivetti's shares, in the hope of requesting a special shareholder meeting.

In a statement issued before last night's board meeting, Assorlsparmio said these foreign investors were interested "above all in renewing the board", in an attempt to improve the strategic management of the company in the interests of

Bertelsmann cools on pay-TV

By Frederick Stüdemann in Berlin

Bertelsmann, the German media group, said yesterday it was scaling back its digital pay-TV activities in the wake of recent setbacks in

These include the decision earlier this week by Deutsche Telekom to quit MMBG, the digital pay-TV venture in which Bertelsmann has a share, and the recent merger between Canal Plus, the French broadcasting company, and NetHold, a pan-European pay-TV group. Mr Thomas Middelhoff,

responsible for multimedia activities, said the company was "considering following Telekom's example". The shareholders of MMBG, which also include

Bertelsmann board member

Canal Plus, several of Germany's public sector broadcast networks, and Daimler-

Now entrants Benz InterServices (Debis), a

unit of Daimler-Benz, are meeting in Bonn today, when Telekom will formally announce its withdrawal from the company. Mr Klaus Mangold, chief executive of Debis, said his company, which held only a 5.5 per cent stake in MMBG, had already decided to with-

Another TV company, Pro Sieban, which is partlyowned by Mr Kirch's son Thomas, also announced yesterday it had cancelled plans for a digital channel Bertelsmann has revised

its assessment of the possi bilities offered by digital pay-TV Initially, the company thought the market could develop "quite quickly", but it now believes it will be hard to attract subscribers in Germany. which has a large free-TV

draw from the venture.

By leaving MMBG, Bertels-

Bhide Net set
Seles Bhide margin profit margin ROCE ROE
DN 50 DN to % DN m % % WE 27 1438 97 8 43 103 955 23 109 18.5 ON 21.9 94 6234 2.7 7.7 15.3

ment of set-top decoders. digital signals, and in the establishment of a propri-etary broadcasting platform. Instead, Mr Middelhoff

said the company would concentrate on areas in which It has an established place in the market, such as online

In line with this strategy.

mann would give up its Bertelsmann and Debis yes-involvement in the develop-terday announced the creation of a joint venture to market Internet services. Under the terms of the

deal. Debis has acquired a 50 per cent stake in Media-Weys, a Bertelsmann subsidiary which built and manages the connection network for the online services company AOL-Deutschland, in which Bertelsmann also

SBC tackles problems at home



It used to be to easy pigeonhole Big Three Swiss banks.

Union Bank of Switzerland was the biggest, Credit Suisse the boldest and Swiss Bank Corporation was what the Germans would call a Bummler, or slowcoach.

However, yesterday's radical restructuring of SBC's domestic business, combined with its new provisioning policy, is a reminder that far from being the slowcoach of Swiss banking, SBC is now the trail-blazer. Mr Marcel Ospel, 46, who took over as chief executive in May, is intent on doubling return on equity and lifting net profits, which have hovered around the SFr1bn (\$804m) mark for the last five years, to around

Over the past couple of years, SBC has strengthened its international investment management business, with the \$750m acquisition of Gary Brinson's US money management firm and the £860m (\$1.34bn) purchase of S. G. Warburg, the UK merchant bank. It has also taken a 24.9 per cent stake in Perot Systems, the US computer services company, in a move to harness the best information technology to lts core banking busines

But despite all these headline-catching moves, SBC bas never properly addressed its weak spot the domestic business. Like the rest of the Swiss banks, its earnings have been undermined by the loan losses in real estate which are now spreading into other markets. The domestic economy has been in recession for the best part of six years: unemployment and bank-

Net profit 1004 1009/2000 Warbing 439 0.8 0.9. neetic 14 . 0.4-0.5

returns on domestic Swiss banking are minimal. In SBC's case, the position is even worse. It is the smallest of the Big Three, yet has the biggest branch network. As long as the its unprofitable corporate business was lumped with its hugely profitable private banking business, the losses were hidden. off private banking as a separate unit, and yesterday's announcement is primarily concerned with addressing the problems of the core domestic business.

In May, SBC replaced Mr Roland Rasi, head of its domestic division and promoted Mr Franz Menotti, 56, who had been responsible for retail banking. In the first half of 1996, SBC'e domestic business earned SFr14m, compared with SFr48lm in private banking, Mr Menotti's task is to raise the return on equity from zero to 10 per cent over the next three years.

SBC plans to cut its Swissbased workforce by 1,700, or around 13 per cent, and close around 80 of its 325 branches. Cutting staff and branch numbers is easy. Mr Menotti's biggest challenge is to improve the profitability of the traditional corpo-

ruptcies are rising; and the Provisioning for loan losses reformed

By George Graham,

Swiss Bank Corp's new method of provisioning for loan losses is part of a radical transformation of banks' tech-

niques for managing their risks.

Instead of making provision when borrowers actually default, SBC now argues that "loan losses are a predictable risk to which a certain probability can be assigned".

It plans, therefore, to make provisions for expected loan losses in advance, by calculating the likelihood of default on any category of loan. For its total loan book, SBC calcu-

lates its expected annual ices at 0.5 per cent of average loan volume, in line with international credit standards. It will therefore set aside SFr600m bank knows that e new business is (\$482.4m) a year in a special actuarial more likely to collapse than an estab-

credit risk accounting reserve. SBC will also inject SFr2bn this year into the reserve to set up a cushion,. because actual losses in any given year will vary from the expected trend. this sum should be sufficient to contain moved along this road.

years out of 40," SBC said. needs to make, SBC will be able to use the same data to price its loan more accurately, in the same way that insurance companies use actuarial calcula-

tions to assess premium rates. A car insurer knows, for example, that a 17-year-old with a sports car is more likely to crash than a 40-year-old with a saloon, so charges the former driver a higher premium. Similarly, a

lished one, so will raise interest rates. A number of North American banks, such as Bank of America and Bank of Montreel, adopt similar techniques for their loan books. Barclays in the UK "Seen from the present perspective, and Westpac in Australia have also

ing is welcomed by supervisors at some Besides calculating the provisions it central banks, it runs into accounting and tax problems in many countries. In the UK, for example, the accounting standards authorities will not allow this kind of setting aside as a specific provision. This means it can only be done under general provisions, which have to be made out of after-tax income. For this reason, Barclays uses its calculations in internal accounts, but not in audited accounts, though it

reveals estimated risk tendency to

Mercedes pins hope on Actros

world's bugger in its finanto turn e corner in its financial fortunes with the Actros beavy truck range, which all-round and an electroni-will make its first public cally controlled braking appearance at the Hanover truck show, opening to the press today.

Mr Jorgen Schrempp, chairmen of Deimler-Benz, the parent company, said the new range would help lift Mercedes-Benz profits by at least DM500m (\$331m). The company would save an additional "several hundred million D-Marks" by improving the flexibility and productivity of its German workers, while the Actros should also keep customers happier because of lower fuel and maintenance costs. The Actros is Mercedes-

ercedes-Benz, the in almost two decades. The company says it will set new technological and engineering standards, with innovations such as disc brakes

However, the vehicle's biggest contribution could be to Mercedes-Benz's bottom line. commercial vehicle activities make money outside Europe. owing to successful subsidiaries such as Freightliner in the US and the Mercedes-Benz operation in Brazil, the European operatious are believed to have been chronically loss-making.

Speaking in London last month, Mr Schrempp admit-ted: "With a few exceptions, we have never made a lot of money in the trucks

formance of the commercial vehicles operations has been obscure, always because the division's highly-profitable car side. Promising greater transparency and less patience with loss-making businesses in future, Mr Schrempp said e first, visible change would come with the company's 1996 results, which would detail the commercial vehicles subsidiary's performance separately.

Mr Schrempp said previous managements had been more patient" with the commercial vehicles side than the present top team. They had been willing to accept some cross-subsidisation between the cars and commercial vehicles busi-

nesses. Such practices were no longer acceptable, he implied.

Mercedes-Benz has already taken steps to turn round its results are merged with high-cost European commer-those of Mercedes-Benz's cial vehicle manufacturing cial vehicle manufacturing operations, which are concentrated in Germany, Its van-making activities have been boosted with a plant in Spain to build the new Vito light van range. Separately, margins on the German-built Sprinter are also believed to be appreciably better than on the previous model, because of extensive design

> But heavy trucks remain Mercedss-Benz's Achilles heel, hence the importance of the Actros. Mr Schrempp said the new vehicle would spearhead a rationalisation of the group's range of mod-els. These were both rela-



Actros: Mercedes bopes range will add DM500m to profits

Mercedes-Benz also hopes the Actros will help to rebuild its share of the west

tively expensive to make, European market for com-because of Germany's high production costs, he said. European market for com-mercial vehicles of more than six tonnes to more than 30 per cent.

Smart car venture running on schedule

investors.

By Halg Simonian, Motor Industry Correspondent

Europe's riskiest new car project, the Smart venture between Mercedes-Benz and Switzerland's SMH wetchmaker, is on track to build its first vehicles by autumn next year, in spite of doubts about its viability.

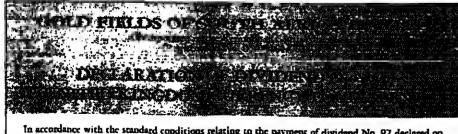
Micro Compact Car, the joint venture behind the Smart, said yesterday it had appointed 32 dealers to cover urban areas, corresponding to about 50 per cent of its target market. It said it had signed letters of intent with other dealers to reach its goal of a 100-outlet network for the Smart's launch in

At the first press confer-Haig Simonian ence inside its factory in government.

Hambach, north-eastern France, MCC said the 10 component suppliers largely responsible for building the car would start training employees next month. The Hambach plant will be

among the first of a new generation of car factories in which component suppliers are directly involved in final production. The 10 core suppliers will have separate factories next to the main plant, from where they will supply the production line.

MCC said the Smart project was budgeted to cost about FFr2.8bn (\$544.2m).
Mercedes-Benz, which owns 51 per cent of MCC, and SMH are putting up FFr1.5bn. with the rest coming from snppliers and the French



In accordance with the standard conditions relating to the payment of dividend No. 97 declared on 20 August 1996, payments from the office of the United Kingdom Registrar will be made in United Kingdom currency at the case of exchange of R6.9674 South African currency to £1 United Kingdom currency, this being the first available rate of exchange for remittances between the Republic of South Africa and the Unuted Kingdom on 16 September 1996, as advised by the Company's South African bankers.

The United Kingdom currency equivalent of the divideod (Nn. 97) of 140 cents per ordinary share is therefore 20.09558 peace per share.

London Office and Office of United Kingdom Registrar: Gold Fields Corporate Services Limited per pro GOLD FIELDS CORPORATE SERVICES LIMITED Greencoar House

Lander SW1P 1DH 17 September 1996

Francis Street

By order of the Board; S.J. Dunning



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APPOINTMENTS ADVERTISING y remny. For further information please call:

By David Owen in Paris Société Générale, the French banking group, yesterday reported a more than 20 per Last month, the group cent advance in half-yearly net profits, spurred by a solid performance from all its main activities.

confirm an improving trend French banks, the group said net first-half profits rose from FFr2.42bn to FFr2.96bn

In figures that appeared to

Banking income for the period climbed 8.6 per cent to FF121.2bn, while operating costs were ahead just over 7 per cent at FFr15.06bn.

The group said the higher costs were a consequence of rose 12.4 per cent; from (\$1.22bn). Operating profits its international expansion FFr5.49bn to FFr6.17bn, with and increased remoneration nearly half the figure com-

operating costs rose only marginally.

unveiled a strategic expansion in the Asian region, taking a majority stake in Crosby Securities, the investment bank, to form a in the performance of large: new Asian brokerage and corporate finance institu-

Mr Marc Vienot, chairman, yesterday described the group's parformance as "encouraging". He said all three branches of activity had shown a progression in is scheduled to be partially both activity and operating privatised next year, said profits.

Société Générale ahead at midway as a result of the improved ing from the group's domes-performance of trading tic banking activities. These operations. It said domestic lifted their operating result more than 6 per cent to FFr3bn, in spite of what the

> operations registered a too early to estimate 1996 32 per cent improvement in operating profits to FFr2.1bn, while property and banking services climbed 5.2 per cent. The shares ended the day unchanged at

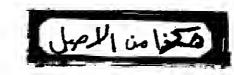
FF1590. • France Telecom, the stateowned telecoms group which first-half net profit rose 18.9 Overall operating profits per cent to FFr6.8bn

cent to FFr75.1bn, agencies report from Paris. The company sald that cooking in vi

due to an accounting change linked to privatisation, group described as a "still full-year 1996 earnings would difficult" competitive envinot be determined on a comparable basis. As such, Market and international the company said it was earnings"

Pinanlt-Printemps-Redoute, the French retailer, said first-half net profit rose 65.5 per cent from FFr452m to FFr748m (\$145m). Sales were 1.5 per cent higher at FFr37.745bn, reports AFX News from Paris.

The company said that given the weight of the second half in the annual results, the growth of firsthalf group net results could were up from FFr14.8bn to not be extrapolated to FFr15.2bn on sales up 2 per remainder of the year. not be extrapolated to the



COMPANIES AND FINANCE: ASIA-PACIFIC

NZ airline given qualified go-ahead on Ansett

By Bruce Jacques in Sydney

Charles of He Belling to the Control of the Control

reform

ventur

The Australian government has approved the A\$475m traffic regulations. (US\$375m) acquisition of a half-share in Ansett, the Australian airline, by Air New Zealand - but with conditions that will force a new shareholding structure on

(finance minister), Mr Peter

from Australian transport office and operational base tello said approval for said the government had group TNT, was subject to a number of conditions to ensure it complied with air

He said if Ansett retained its status as a designated Australian international airline, its international operating arm, Ansett International (AIL), had to be substantially owned and required to retain its head two-thirds of its board, including the chairman, to be Australian citizens.

capital must be owned by an Australian holding company - which will be called Holdco - and owned 100 per cent by Australian citizens.

in Australia, with at least involvement in the company faced a complex array of regwould be subject to regulatory processes. Ansett will control the remaining 49 per Also, 51 per cent of AIL's cent of AIL.

Mr Ken Cowley, the chairman and chief executive of approved by a meeting of Air Ansett Australia, yesterday New Zealand shareholders, welcomed the government's

said the conditions appeared acceptable and workable. ulatory issues. He said he land deal was first broached looked forward to early resotwo years ago when News Corp signalled its intention lution of the Air New Zealand purchase.

The deal still has to be scheduled for September 27, which will also be asked to

(automatic teller machine)

card market, because of the Chinese attachment to cash.

Smart cards, or integrated circuit cards also have con-

siderable potential in a

"cash-driven" society.

IC cards are being trialled

in China's southern prov-

inces, and are expected to

spread rapidly throughout the country once given approval. The Chinese, wor-ried about security, would be

attracted to the IC card's

International credit card

companies such as Master-

Card and Visa are also keep-

mg a close eye on China's mnch-vaunted Golden Bridge project, originally meant to provide a "super-

highway" clearing system

for both bank cards and non-

But teething problems mean the project will proba-

bly take longer. In the mean-time, the People's Bank of

Chins's newly-established

National Bank Card office

bank cards by 2003.

safety features.

ASIA-PACIFIC NEWS DIGEST

The Ansett-Air New Zea-

to sell its Ansett stake.

Protracted negotiations ulti-

mately foundered on price.

Sampoerna

ahead but

warns on

margins

By Manuela Saragosa

Sampoerna, one of Indones

la's largest manufacturers

of clove cigarettes, said net

profit increased 15 per cent

in the first six months of the

year to Rp186.4bn (\$80m) on

net sales up 35 per cent from Rp727hn last time to

Analysts attributed the

increase in sales to a year-

on-year 88 per cent rise in

sales of Sampoerna's A-Mild

brand of cigarettes. How-

ever, sales of Dji Sam Soe,

the company's preminm

brand, grew only 9 per cent

That sparked concern

about a continued decline in

gross margins, because the

machine-rolled A-Mild ciga-

rettes have lower margins

than the hand-rolled Dji

Also, it is expected that

the government's new excise

tax structure for all four of

Indonesia's large cigarette

manufacturers will continue

to harm Sampoerna's gross

The new taxes came into

effect at the beginning of

Concern about the comp

ny's gross margins initially

caused its share price to fall

4 per cent to an intra-day

low of Rp21,200 yesterday,

but they closed Rp100

higher on the day at

Sam Soe brand.

margins.

this year.

Hanjaya

Merck and Chugai form OTC venture

Merck, the US pharmaceutical company, will team up with Chugai Pharmaceutical of Japan in a joint venture to develop and market over-the-counter drugs in Japan. The move will give Merck access to Japan's rapidly growing OTC drug market, which is the focus of government moves to cut health care costs.

Merck already has a Japanese pharmaceutical subsidiary – Bonyu Pharmaceuticals, which concentrates on prescription drugs - which will not be affected by the tie-up. For Chugai, the agreement offers ties with a leading global drug-maker at a time when the government's cut in official drug prices is eroding profitability and partners are being sought shead of a possible consolidation within the industry. Some foreign companies have taken leading stakes in small Japanese drug manufacturers.

Chugai will provide 70 per cent of the Y2.5bn (\$22.7m) capital of the new company, which will be based in Tokyo. The joint venture will start operations next spring.

Emiko Terazono, Tokyo

Pacific Andes launches IPO

Pacific Andes International Holdings, the Hong Kong listed company whose interests include frozen seafood Holdings. The company opted for a Singapore listing because of the city-state's position as an Asia-Pacific financial centre. Sixteen other Hong Kong companies have listings in Singapore, most notably the Jardine group of companies which delisted from Hong Kong in

Pacific Andes Holdings' activities are similar to those of its parent's. The listing is in two tranches, each of 30.625m shares at US\$0.57 each. One tranche is being sold by the parent while the other is made up of new shares. A total of US\$33m will be raised, although only half of this will accrue to the new company. Following the issue, the parent will hold 60 per cent of Pacific Andes Holdings. Proceeds from the sale of new shares will be channelled

minister, said the government would retain 51 per cent. Orogen's interests include stakes in some of the world's largest gold projects, including 15 per cent of the Porgera mine, 20 per cent of Misima and 6.6 per cent of Lihir. Its assets, housed in the government-controlled Mineral Resources Development Company, also include 15.75 per cent of the Kutubu oil project and 20.5 per cent of the Gobe oil operation. A successful float would give Orogen a market capitalisation of A\$600m. It will also have the right to take up interests in new resource projects in Papua New Guinea. However, it appears the vehicle does not include the government's interests in the Ok Tedi and

and shipping services, yesterdey launched the initial public offering of its newly spun-off arm, Pacific Andes two stages, in December 1994 and February 1995.

into expanding processing capabilities, buying a plant in China, and developing own-label food products.

Orogen Minerals float priced

The Papua New Guinea government will float part of Orogen Minerals, the holding vehicle for its interests in the country's main resource projects, at A\$1.70 a share, raising A\$260m (US\$206m), Sir Julius Chan, prime

Bougainville projects.

The float will offer 158m shares, with residents offered a discount for the first 2,000. A global institutional offering will also be made through depository receipts.

Bruce Jacques, Sydney

However, within weeks, Ansett's other 50 per cent No further details of the Mr Cowley, who is also approve enabling funding shareholder, TNT, was in The Australian treasurer controlled by Australians. All would, therefore, be proposed shareholding or board members of Holdco were released, but Mr Cos-Australian head of Ansett's other 50 per cent share-Air New Zealand's chief deal has been dogged by reg-Costello, said the purchase, holder, News Corporation, executive, Mr Jim McCrea, ulatory hurdles.

MasterCard takes the Chinese challenge Credit card group sees the potential and the problems of this fast-growing market

dent of MasterCard / International, faces a question similar to the one confronting many chief executives dealing with China: what resources does one commit to a market which may be growing exponen-tially but is not yet provid-ing returns that would instify a larger investment?

For many companies including MasterCard - the Chinese market still requires regulatory environment, chaotic trading conditions and shifting consumer patterns make it difficult to plan and set targets.

But Mr Lockhart, a former chief executive of Midland son to be satisfied with its Bank in the UK. believes it is in MasterCard's interest to make substantial additional commitments to China.

"We plan to make further considerable investment in China," he says, "both in terms of human resources and in money spent on publicity programmes and

However, he says there has to be a "critical moment" - the point when it is decided whether returns. justify resources committed. "It is a challenge for every western company involved in China to balance market. building with achieving strict financial targets."

The explosion in the issuing of bank cards, the moves to transform China from a "cash-based" to a "cashless"

society, the internationalisation of the economy, the huge potential growth in outward tourism as the Chinese become more affluent. and the changing attitudes to credit are all exciting developments for companies such as MasterCard, Visa and American Express.

In the 10 years since Chi-na's first yuan-denominated bank card was issued in June 1986, the number of cards in circulation has a leap of faith. An uncertain grown to 14.1m, and is expected to reach 200m by 2003. Transaction volume is also increasing dramatically, from just \$2.5km in 1991 to \$115.8bn in 1995.

MasterCard has every reapenetration of the market. At the end of 1995, it accounted for 69 per cent of the market, or 9.8m cards. In terms of transaction volume. MasterCard represented 61 per cent, or \$71.7bm. Its main competitor, Visa, holds about 20 per cent market

he potential of the Chinese market would seem difficult to ignore for a company like MasterCard, Transaction volume in China is already more than 10 per cent of its global figure of \$500bn, of which the US accounts for \$175bn. Numbers of Master-Card cards issued in China represent about 3 per cent of



Eugene Lockhart: plans further investment in China

ning, and China's moves towards currency convertibility will have considerable implications for companies like MasterCard. Initially, current account convertibilforeign-invested enterprises, but gradually full convertibility will be introduced. The yean will in time become an internationally tradeable currency, possibly by 2000.

In the meantime, foreign credit card companies will great first step towards see-be hoping the authorities ing a rate of return." relax restrictions on Chinese

credit cards are detrimental us this would represent a

But this is only the begin- Chinese who travel frequently are obliged to service such cards from accounts, outside China. MasterCard representatives have told the authorities that rules discouraging Chiity will be limited to nese from holding offshore accounts denominated in foreign currencies to service to China's interests. Mr Lockhart makes no secret of MasterCard's interest in seeing regulations relaxed. "For

has taken over responsibility for bank cards. Banks themselves are setting up their own bank card clearing systems, a vote of little confidence in the Golden Bridge project. The danger for China is that it will end up with a "dysfunctional" clear-Mr Lockhart, on the other hand, is optimistic that order will be brought to potential chaos. "I've been

The MasterCard chief sees

impressed on a lot of different fronts by the aggressive ness of the Chinese to do the right thing and their concern about getting the right citizens' access to credit the main growth area for infrastructure in place." the company's 340m total cards that can be used inter MasterCard in the early worldwide. Dationally. As things stand, atages in the debit/ATM Tony Walker Rpzz,200.

Ask most banks how you should invest to preserve your assets and you'll likely hear that a balanced diet is best for your long-term financial health.

Good advice. But sound diversification requires much more than a little of this, more of that, and a taste of something else. That's where the personalized private banking philosophy of Bank Julius Baer can help.

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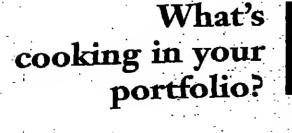
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BANK JULIUS BAER

Tambrands to shut plants in shake-up

By Richard Tomkins In New York

Tambrands, the US maker of Tampax, the world's topselling tampon, yesterday announced plans to close factories in Ireland and France but to expand its plant in England as part of a streamlining of its world-

It said the move would bring a cherge of \$46m before tax, or \$1 o ehare after tax, in the third quarter to September - more than enough to wipe out the net profits of \$26.7m, or 73

However, the company's fell from \$94m to \$74.7m last, out four of its nine world-world-world-wide workforce. share price jumped \$2% to \$44% in early trading after Tambrands said the restructuring would bring pre-tax savings of \$20m a year from the beginning of 1998, so restoring growth to flagging

Tambrands has been operating in an acutely competitive market characterised by heavy promotional activity that has eaten into earnings. Its main rivals are Playtex m the US and Procter & Gamble, Johnson & Johnson and Kimberly-Clark elsewhere. Excluding unusual items, the company's net profits company said it was phasing

year, and the slide continued into this year's first balf. Underlying net profits were down from \$44.5m to \$36.6m in the six months to June. Tambrands said yesterday

It was combining its Americas and international divisions, which currently operate as independent organisations, into a single global organisation to increase efficiency, eliminate administrative duplication, improve decision-making and get new products to the market more quickly.

wide manufacturing plants and concentrating produc-Those closing are in Rut-Vermont; Tours, France: Tipperary, Ireland; and St Petersburg, Russia.

Main beneficiaries of the closures will be plants in Auburn, Maine, which will gain about 150 jobs, and Havant, England, which will gain about 125 jobs.

Tambrands said the job losses would total 1,100, but these would be offset by the creation of 500 new jobs, resulting in a net reduction of about 17 per cent of the

The company also announced that Mr Edward Fogarty, chief executivs, would take the additional post of chairman, succeeding Mr Howard Wentz, who is retiring at the age of 66. Mr Thomas Mason, vice-president for interna-

cer, a new position. The company had to be ing much larger companies

tional operations, will

become chief operating offi-

leaner, faster, and more effi-cient in building the Tampax brand if it was to go on beatin its market, Mr Fogarty

Ford arm to set up bank in **Poland**

By Kevin Done, East Europe Correspondent

Ford Credit Europe, the US carmaker's finance arm, is setting up a banking subsidlary in Poland and is seeking to expand its financing operations into Hungary and the Czech Republic, as part of the group's drive to increase vehicle sales in central Europe.

Ford was granted a bank licence by the National Bank of Poland yesterday. It is creating a subsidiary, Ford Bank Polska, which will enabla it to start its. own retail vehicle financing activities in the country. As part of the price of

entry to the Polish banking sector, Ford has agreed in a complicated deal to help bail ont depositors at a failed Polish regional bank in Bydgoszcz, Bydgoski Bank Radowniciwa.

Ford has placed several million US dollars on long-term deposit at Wielkopolski Bank Kredytowy. which is taking over the failed bank. Bydgoski Bank is to be liquidated this week. Mr David Flanigan, Ford Credit Europe chairman, said the group had faced "a long process" to obtain permission to set up the bank.

Ford is planning to apply for a bank licence in Hungary shortly. In the Czech ublic, where the central bank has a moratorium on granting new bank licences. it is planning to establish a leasing and factoring subsidiary for financing vehicle sales and dealer stocks.

Operations in all three countries are expected to begin in the first half of

Ford Credit Europe is incorporated in the UK, and the Polish bank licence is the first to be granted to a UK bank regulated by the Bank of England.

Mr David Mercer, Ford Credit Europe business development manager, said that Ford expected Poland to become its sixth largest market in Europe by 2000 for both vehicle sales and financing. It opened a low

late 1995. East Europe is one of the world's fastest growing new vehicle markets. New car sales in Poland, the largest market in central Europe. increased by 33 per cent in the first seven months this year, to 230,766. Ford expects its sales to rise from 12,000 this year to 18,000 in

1997. The development of car hire-purchase schemes in central Europe is still at an early stage, but Ford said that it expected its financing operations to grow

Netherlands-hasad

subeidiary UAP Nieuw

Rotterdam, formed from two

groups of which Royale

Belge took control of last

year. The Dutch operations

- now the eighth-largest insurer in the Netherlands -

reported e jump in net

profits from F1 8.6m to F1 28.4m (\$15.73m).

outside Benelux, particularly

The group said strong performances in both the

Belgian banking and

insurance sectors had led to the first-half improvement.

Gross premium income

increased 2.4 per cent to

BFr59.3bn. Life premiums

Classical life premiums

were stable, although short-

and medium-term savings

plans had suffered from low

interest rates. Motor

insurance premiums were

down 4 per cent as a result of the decision to favour

The Belgian banking

BFr35.76bn to BFr36.6bn

in Scandinavia.

Mr Gérard added that

Aerospatiale back in profit early

Aerospatiale, the French state-owned aerospace group, yesterday provided a fillip for the French government by confirming it had returned to the black much earlier than originally expected.

INTERNATIONAL NEWS DIGEST

However, the company said it expected the full-year contribution to operating profit from its Airbus ectivities to be "a little under" last year's level of FFr1.08bn. This was because of e reduction, in comparison with last year, in the number of long-range aircraft it expected to deliver. Overall, the group reported first-half net profits of FFr278m (\$53.84m) against a loss of FFr105m in 1995. Turnover slipped to FFr23.11bn from FFr24.63bn.

Mr François Auque, finance director, said the results showed the first fruit of the sweeping restructuring the group has undergone in recent years. He trumpeted the FFr2.9bn reduction in the company's debt load, ochieved in the last six months. This had resulted in the group's gearing - which stood at 83 per cent at the end of the first half - falling below 100 per cent for the first time in the 1990s. The group indicated that full-year net profits could be about double the first-half figure if the French franc/ US dollar exchange rate is similar to the rate in the first

Renault cost-cutting on target

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Renault, the French carmaker, is "on target" to meet its goal of reducing its average production cost per car by FFr3,000 - or roughly 3 per cent - by the end of next year, Mr Louis Schweitzer, chairman, said yesterday in an interminant of the cost per car by interview in Chantilly, north of Parls, with FTTV.

The move – originally announced in March – is designed to slash costs by FFr4.5bn (\$880m) a year. Less than a week after ha confirmed the group expected to incur a full-year loss, Mr Schweitzer also hinted that Renault was considering further international expansion.

While it was important to "have a national car, a national identity", the company's presence in markets outside France was "not as strong as it could be", he said. The company "did not have e sufficient presence in Asia". Earlier this month, Renault formed a joint venture with three Malaysian companies and South Korea's Hyundai to manufacture vans and light trucks. David Owen

Weaker rand helps Sasol

Sasol, the South African synthetic fuels producer, showed the benefits of the weaker rand by announcing a robust increase in full-year profits. Operating profit from synthetic fuel operations was 23 per cent higher at Rl.51bn (\$336m), as domestic oil companies switched from crude-oil imports to Sasol fuels manufactured from

Turnover rose 13.3 per cent to R13.5bn for the year ended June 30. Exports of fuels, fertiliser and petrochemicals boosted foreign sales by 73 per cent to R3.1bn from R1.7bn previously. Earnings per share rose 22 per cent to 393.1 cents. The final dividend was 20 per cent higher at 69.5 cents, bringing the total for the year to 122.5 cents. Analysts said the results were in line with Mark Ashurst, Johannesburg

Iscor hit by falling demand

Iscor, the South African steel producer, announced a drop in full-year profits and warned of a further decline pending a recovery in international steel prices. Net ncome before exceptional items fell 15 per cent to R620m (\$138m), as local demand fell and fixed-price forward . . . contracts offset potential gains from the weaker rand.

Mr Hans Smith, chairman, forecast that first-half

performance would be "substantially down" this year, reflecting a further decline in domestic economic conditions." Results for the year-to June 30 were bolstered by an exceptional R233m from an insurance payout, and edjustments to the industrial portfolio. Turnover was 4 per cent higher at R11.6bm (R11.1bn).

Tabacalera agrees Koipe deal

Tabacalera, the state-controlled Spanish tobacco company, said it had agreed to sell its stake of almost 10 per cent in Koipe, the country's leading edible oil concern, to Eridania Béghin-Say, part of the Ferruzzi group, for Pta6.2bn (\$48.6m).

The deal, which increases the Italian group's holding in Koipe to about 76 per cent, virtually completes Tabacalera's withdrawal from the food sector in order to concentrate on its core tobacco business. It said it was also in advanced negotiations to sell its 4.6 per cent stake in the Spanish sugar refiner Ebro Agricolas. Ebro sold its own 4.8 per cent stake in Koipe to the Ferruzzi group earlier this year. Tabacalera obtained its minority holding in Koipe as a result of a merger two years ago between Koipe and rival edible oil company Elosúa.

David White, Madrid Wide interest in OTE venture

OTE, Greece's state telecoms company, said yesterday that 15 North American, Asian and European operators were interested in a joint venture to set up the country's third mobile telephony service.

OTE is offering a 25 per cent equity stake and canagement rights for a new DC1800 cellular system, to be launched early next year. It said e chortlist of half a. dozen operators would be selected next month. CS First Boston and Alpha Finance, the Greek investment bank. are advising on the Dr120bn (\$498m) project.

Kerin Hope, Athens

Zurich Insurance ahead 32% Zurich Insurance, the Swiss insurance group, said its: first-half net profit rose 32.7 per cent to SFr576.4m (\$480.30m). It did not give a comparative figure, as this was the first time it issued a first-half net profit figure. The company said it expected full-year net profit to be much better than its 1995 net profit of SFr874.1m. AFX News, Zurich

Banco di Napoli cuts loss

Banco di Napoli, the Italian bank, posted a pre-tax first-half loss of L674bn (\$441.7m), against a delicit of L1,560bn last year. The bank said deposits were down 25.4 per cent year-on-year to L58,669bn, and credits fell 25.7 per IRI warns of deficit

IRI, the Italian state holding company, said it was forecasting a 1996 parent net loss of L2,900bn (\$1.9bn) compared with a year-earlier loss of L345bn.

AFX News, Rome ■ CORRECTIONS

Pathé

Net income for the first six months of this year at Pathé, the French media group, was FFr132m (\$26.03m) compared with FFr40m for the first half last year, not as reported in yesterday's FT. Liberation, the French newspaper now controlled by Pathe, has a valuation in Pathe's accounts of FFr61m.

The country of BP in yesterday's survey of Europe's most respected companies should have been stated as UK.

PepsiCo in moves to strengthen management

By Richard Tomkins

PepsiCo, the US soft drink and fast food company that has been hit by a series of setbacks, yesterday sur-prised Wall Street by bringing in a consumer industry beavyweight to strengthen

its management team. The company said it had appointed Mr Karl von der Heyden, 60, to the posts of vice-chairman and chief crisis-stricken company, financial officer, and had nominated him for election to the board. As chief financial officer, Mr von der Heyden replaces Mr Robert Dett- be would belp formulate mer, who is retiring at 65.

Mr von der Heyden has had an exceptional career at several consumer goods companies over the past 20 years nent basis," PepslCo said. among them PepsiCo. where he served as an executive on the corporate side and in the US soft drink operation from 1974 to 1980.

the US food company, where he became chief financial officer. In 1989 be joined RJR Nabisco, the US tobacco and food group, where he became co-chairman and chief

In 1993 Mr von der Heyden became chief executive of Metallgesellschaft Corp. the US subsidiary of the German metals and trading group. and helped restructure the

PepsiCo said yesterday that Mr von der Heyden had joined the company for about a year, during which long-term growth strategy and identify a successor. "He dld not wish to return to corporate life on a more perma-

fered a string of blows in its war with Coca-Cola for the global soft drink market. Last month it lost one of After leaving PepsiCo, Mr its biggest overseas soft

PepsiCo has recently suf-

losses at the group's main South American bottler, Buenos Aires Embotelladora, are expected to cost PepsiCo \$60m in the third quarter. and the stock price has slid as analysts have down-

edly resigned.

ezuelan bottler defected to

Coca-Cola, and the month

before, the bead of the

group's international soft

drinks business unexpect-

Meanwhile, big operating

graded their profit forecasts. The group already has a respected chief executive in Mr Roger Enrico, who is credited with having built up Pepsi-Cola's share of the US market in the 1980s against tough competition from Coca-Cola.

Mr Enrico said Mr von der Heyden's experience leading a variety of large, successful companies would be a big asset. "And he knows PensiCo well enough to make a big contribution in a short time," Mr Enrico said.



Claudia Schiffer helping Pepsi in the war with Coca-Cola

of offer for Chateau

By John Authors in New York

ROC Communities, the Colorado-based real estate investment trust (reit), yesterday announced that it had improved its offer to merge with Chateau Properties of

The announcement in July of a friendly merger by the companies led to a tangled bidding situation. Two other reits have made bids for

Market attention has been drawn to the sector, which has not seen a bostile bid for many years, mainly because bidders are deterred by the complex tax and legal prob-

lems which are involved. Chotcau's board said it approved the amended agreement with ROC, which involves several technical offer for ROC.

and legal changes. The merger now only needs the approval of a majority of the Chateau common shareholders who vote, rather than teau's partnership interests to convert their units into Chateau common stock on a

tax-free basis. The companies said they hoped to complete the merger "as soon as possible", subject to epproval by shareholders of both compa-

Manufactured Home Communitles, of Chicago, had made a tender offer valuing Chateau at \$26 a share. The company said vesterday that it remained in the bldding.

Michigan-based Sun Communities has also made an

ROC improves terms | Laidlaw to receive \$1.7bn from sale of solid waste unit

The sale, which involves more than a quarter of Laidlaw's annual revenues, will tilt the company more heavily towards school-bus and ambulance services, where the bulk of its expansion bas taken place in

However, Mr Jim Bullock, chief executive, said yesterday that Laidlaw remained committed to its hazardous waste business, the biggest in North America. "We think

expand its solid waste business beyond its present base in the mid-western and

southern US. The purchase price partially convertible into, or payable in. Allied shares.

deal as partly opportunistic and partly stretegic. The purchase Price is equal to about eight times cash flow. which is considerably more than Laidlaw has paid for solid-waste acquisitions. But Laidlaw also chose to

itself to the substantial investments needed to com-

erate, will post an after-tax gain of about \$600m from the sale. Cash proceeds will be used to reduce debt from

Laidlaw shares climbed 95 cents to C\$15.25 in early Toronto trading yesterday.

school bus transport

position in that market," he sell rather than commit The deal will leave Laid-

By Bernard Simon

ties for its solid waste business from Allied Waste Industries of Arizona.

recent years.

we have a very attractive

Laidlaw, the Ontario-based law as the largest single pete with WMX and Brow-waste and transport services shareholder in Allied, with a ning-Ferris Industries, which two-thirds of all the company's outstanding shares. It also allows holders of Chause 1.75 ni cash and securisition enables Allied to can industry.

> includes \$1.2bn in cash. 14.6m Allied shares and \$310m in other securities Mr Bullock described the

Laidlaw, which is controlled by Canadian Pacific, the Montreal-based conglom-

\$1.8bn to about \$500m. Mr Bullock said that Laidlaw, which has equity capital of \$2.9bn, wanted to expand all three of its remaining businasses.
namely, bazardous waste, ambulance services and

"very rapidly".

By Neil Buckley

Royale Belge managing director, said the insurance group would use the proceeds of the sale partly to cover the forecast BFr800m

good motor risks through adjusting tariffs. Corporate non-life insurance was making "satisfying" Mr Jean-Pierre Gérard. progress. subsidiary, Ippa, benefited from improved interest rate

per cent stake in the publicly.

13.7% midway

BFr4bn (\$128m) net proceeds plans - possibly outside its traditional market of the

to BFr5.07bn. The results announcement

was postponed by a day when it was confirmed on Tuesday that Royala Belge's 4.29 per cent staka in increased from BFr22.18bn to Tractebel was to ba sold, BFr22.69bn, while non-life along with the 20 per cent premiums increased from held by Groupe Bruxelles Lambert. Belgium's second-largest holding company, to GBL's bigger rival, Société Générale de

France's Compagnie de Suez owns nearly 63 per cent, is paying BFr14,500 a share, or BFr49bn, for the combined 25 per cent stake.

vear 2000.

costs. Overall group costs had also been reduced. Royale Belge is controlled by French insurance group UAP and Belgium's Groupe Ent other possibilities Brunelles Lambert, with 30 included increasing its 51 per cent of shares traded

MINORC NOTICE TO HOLDERS OF BEARER SHARE CERTIFICATES

With reference to the nonce of interior dividend advertised in the press on September 12, 1996 the following information is published for the guidance of holders of bearer share certificates. The dividend of 21 cents was declared in United States currency. The dividend will be paid on or after October 31, 1996, against surrender of Coupun No. 18 detached front bearer share certificates as follows:

(a) at the offices of the Corporation's Continental paving agents:-

PAYMENT OF COUPON NO. 18

Banque Generale du Luvembourg 14, rue Aldringen Crédit du Nord Luvenitourg Grand Duchy of Luvenbourg ild at the Registrar's Department of The Royal Bank of Scotland Pk., First at the Regions of Department of the Royal Bank of Scotland Pr., Free Floor, 5-10 Great Tower Street, London ECSR, 5ER, Unless persons depositing compons at such office request payment in United States dollars (in which one they must comply with any applicable Exchange Control regulations), payment will be unide in the United Kingdom

(it is respect of coupons lodged on or prior to October 24, 1996, at the United Kingdom currency equivalent of the United States currency value of the dividend on October 15, 1996; or (u) in respect of coupons lodged on or after October 25, 1996, at the prevailing rate of exchange on the day the proceeds are renotted to the Registrar's Department of The Royal Bank of Soutland Ple to

if payment in United States currency has been requested) and may be presented any weekday (Saturday excepted) between the hours of 10 and on the United Kingdom in respect of coupons deposited at the Registrar's Department of The Royal Bank of Scotland Ple in London, utless such enupons are accompanied by Inland Revenue non-residence declaration forms. Where such deduction is made the net amount of the devidend, after deducting United Kingdom income tax at 20% will be 16.88 cents (United

Courses must be left for at least four clear days for examin.

In the case of payments made in United Kingdom currency the sterling equivalent of the net dividend will be calculated in accordance with sub-Capter of the Interim Report of Manorco for the 6 mouths to June 30, 1916, will be available from the Registered Office of the Corporation and the offices of the passing agents referred to above on or about September 26, 1996.

By Order of the Board

September 19, 1996

R.C. Luxembourg No.B12139

Vasakronan

USD 300,000,000 Revolving Credit Facility

Chase Investment Bank Limite

Engloida

CHASE



£75,000,000 HMC FINANCING 3 PLC Clase A Mortgage Backed Floating Rate For the Interest Period from September 17, 1996 to December 17, 1996 to December 17, 1996, the Note Rate has been determined at 8,26408% per annum. The interest payment data, December 17, 1996 will be 237.15 per 224,346.48 nominal amount.

imber 19, 1996

Marabeni International Finance ple Burn Yen Guaranteed Notes due 1996 For the period from September 29, 1996 to March 19, 1997, the Notes will excry an interest rate of 1056395 per amount with an interest amount of Yen 530,275 per Tan 100,000,000 Note.

Yen 10,000,000,000

per ran superation resea.

The relevant interest payment date will be March 19, 1967. U . BANQUE PARIEAS

Royale Belge up

Royale Belge, Belgium's second-largest insurance and banking group, said yesterday it would use from the sala of its stake in Tractebel, the energy group, partly to fund expansion Royale Belge was constantly looking at opportunities

Benelux countries. The group, which offers a range of financial services in the Benalux region, announced yesterday a 18.7 per cent increase in first-half net profits, from BFr4.450n

Belgique. La Générale, of which

margins and efforts to cut costs of transition to a single European currency and of preparing information systems for the switch to the

COMPANIES AND FINANCE: UK

Exceptional charges put Hunting £14m in the red

And a strange for the large

ing on targer

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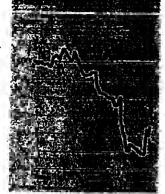
, Kaipe desl

11 venture

Hunting, the defence, aviation and oil services group, yesterday announced its first losses for more than a decade after writing off £40.5m (\$63m) on its aircraft interiors business.

The group blamed inadequate cost controls and volatile demand at the civil air-craft subsidiary for pre-tax losses of £14.2m in the six months to the end of June. It made profits of £15m last

Although sales rose from £565.8m to £627.9m, Hunting said the unprecedented losses had persuaded the board to withhold the interim dividend.



32-1p, against earnings of 5.7p. The figures would have

been worse had it not been for a £7m exceptional profit on the disposal of its oil-industry construction busi-

That offset operating osses of £25.7m in the aviation division, where Hunting set aside £30m to cover cost overruns on a contract for de Havilland and a £10.6m write-down on its investment in British Aerospace's Jetstream 41 aircraft.
Mr Ken Miller, chief executive, said four executives

had left since the problems "Our internal controls were not implemented and we faced a massive logistical

While admitting the first

adache," he said.

division, mainly due to strong performances by its

portation operations.

Profits rose modestly from £7.2m to £7.4m in the defence division. Excluding the £40.5m pro-

half had been very difficult, Mr Miller predicted it was a

one off decline and the group

would return to "normal trading" in the second half. He pointed out that before

The improvement was

fuelled by increased profits of £11.6m (£8.5m) in the oil

visions, the aviation division would have shown underlying profits of \$4.8m (£3.3m).

UniChem spent £15m bidding for Lloyds

UniChem, the wholesale and retail pharmaceuticals group, admitted yesterday that its attempts to capture Lloyds Chemists had cost nearly £15m (\$23m) so far. Most of the costs have

come from underwriting fees for the £630m cash-and-paper bid which, together with a rival offer from Gehe, the German pharmaceuticals group, was referred to the competition authorities.

Mr Jeff Harris, UniChem chief executive, said the group expected to hear from the Department of Trade and Industry, by the end of the month. Both bidders have submitted plans to dispose of Lloyds' wholesale business, as recommended by the Monopolies and Mergers

Although he refused to say whether UniChem would rebid, Mr Harris said the logic behind the takeover strategy was unchanged. "The acqui-sition of Lloyds would accelerate our growth-strategy."

Chem reported a 12 per cent rise in half-year pre-tax prof-its to £24.2m, which included the £900,000 cost of holding a 10 per cent stake in Lloyds. Operating profits rose 18 per cent to £27.4m.

The increases came on sales growth of only 3.4 per cent to £718.6m. While the comparisons were against a weak first half last year. Mr Harris said the company had resisted the trend towards discounting, particularly in the wholesale business. As a result, operating margins had improved in the division from 2.7. per cent to more

than 3 per cent.
Retail margins also improved and operating profits rose by 33 per cent to £6.9m, despite variable trading conditions.

Gearing, which would have stood at 4 per cent, jumped to 52 per cent as a result of the £87.7m cost of buying the Lloyds stake. L Underlying earnings per share_rose_14 per cent to 9.5p.

LEX COMMENT

Next

Next's shares fell by over 4 per cent yesterday, but its status as darling of the retail sector remains untarnished. Investors were disappointed that the trading statement pointed to a lower than expected rise in August's like-for-like sales. But only by Next's own enviable standards could a 9 per cent improvement be considered a setback. The interim figures themselves were sparkling – profits from the core Next brand

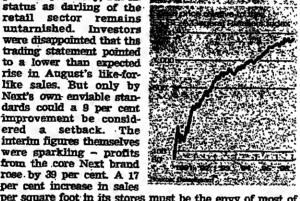
many, where the company is heavily exposed to the con-

struction sector, and the

sluggish demand from semi-

Profits were also held back

conductor manufacturers.



per cent increase in sales per square foot in its stores must be the envy of most of its competitors. As ever with Next, the question is whether this rate of progress can be maintained. There are solid grounds for confidence. The consumer is help-ing; spending on clothes, shoes and textiles is growing at the quickest rate for a decade. Management is also taking steps to ensure longer-term growth. The plan is to increase selling space at about 5-6 per cent a year, without opening more stores; sales density should continue to rise, while the home sales Directory offers good growth potential and healthy margins. With success overseas proving clusive, the low-risk franchising approach is a sensible route to go. In the absence of any convincing acquisition candidates, the group is right to stick to its knitting while lifting the dividend generously. The share remains at a slight premium to other clothing retailers, a rating amply justified by its superior performance and considerable unrealised brand potential.

Cordiant

By Justin Marozzi

group which includes Saat-chi & Saatchi, yesterday announced its acquisition of the outstanding 47 per cent minority interest in Saatchi & Sastchi France.

tors for FFr171m (\$33.72m). Since 1993, Cordiant has assumed control of Bates Spain and Scholz & Friends in Germany.

French buy

Cordiant, the advertising Cordiant purchased the

tranche from current and

Bowthorpe demands double digit growth of subsidiaries

Bowthorpe, the electrical

a 7 per cent increase in firsthalf profits, hinted it would digit profits growth.

components manufacturer, yesterday vowed to sell underperforming businesses as part of a year-long strategy review.
The company, announcing.

not retain businesses that failed to produce double Mr Nicholas Brookes, chief RESULTS

more aggressive acquisition strategy to fill in the "white spaces" in some product areas. "We are looking for larger acquisitions than we have done in the past." Mr Brookes was speaking

increased pre-tax profits of £42.5m (\$66.3m), compared with £39.6m, on sales up from £234.2m to £270.5m in the six months to June 30. He said the figures were

after Bowthorpe reported

by a £2.1m restructuring charge an unnamed UK subsidiary. Those difficulties were more than offset by strong growth in the US, where profits rose from £8.7m to £12.6m - including contributions of £2.2m from new

pleasing given the difficult executive, also signalled a market conditions in Ger-

10.53 7.961 0.396 42.474 8.031 27.2 24.5 19.21 2.35 14.214 21.5 0.675 1.06 1.09 1.09 (8.37) (3.364) (5.951) (5.951) (5.951) (10.41) (151) (1.314) (2.26) (1.314) (2.26) (1.314) (1. time End Props 6 mills to June 30 7.51# Whorpe 5 mills to June 30 271 Sh Blatech 3 mills to July 31 0.53 6 mins to June 30
Year to May 31
6 mins to June 30
8 mins to June 30 (3.86) (4.11) (1.82) (208) (215) (18.8) (4.17) 6 mins to June 30 6 mins to June 30 4.36 8 mits to June 30 4.15 8 mits to June 30 4.04 6 mits to June 29 340 4.04 340 232 16.3 6 mths to June 30 Year to June 30 0.487L 0.164L 4.67♥ 8 miles to June 30 5.02 4.5 ★ 孫 6 miles to June 30 New Southernel ______ Year to July 31 269.3 (268.4) 1.51 (1.47) 11.18 (10.86) 3.5 Nov 22 Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. Valuer exceptional credit. †On increased capital.

SGA SOCIETE GENERALE ACCEPTANCE N.V. FRF 1.000.006.000 REVERSE FLOATING RATE NOTES DUE DECEMBER 17, 1997 ISIN CODE: XS0039906721 For the period Septem December 18, 1996 the new rate has been fixed at 21,4375 % P.A. Coupon ne: 15

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THE PRINCIPAL PAYING AGEN

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SOCIETE GENERALE FRF 580,000,000 SUBORDINATED FLOATING RATE NOTES DUE 2001 ISTN CODE: XS0032089622 September 18, 1996 m December 18, 1996 the new rate has been

fixed at 3,75 % P.A. Next payment date: December 18, 1996 Coopon nr. 23 FRF 189,58 for the ion of FRF 20.000 THE PRINCIPAL PAYING AGEN SOCIETE GENERALE BANK & TRUST LUXEMBOUR

SGA SOCIETE GENERALE ACCEPTANCE N.V. TRY 360 000 000 REVERSE FLOATING RATE DUE DECEMBER 199 ISIN CODE : XS0040631805 or the period September 17, 1996 aber 17, 1996 the new ra has been fixed at 15,625 % P.A. Next payment date: December 17, 1996 Conpon ur: 15. FRF 3949,65 for the on of FRF 100.000 ion of FRF 1,000,000 HE PRINCIPAL PAYING AGEN

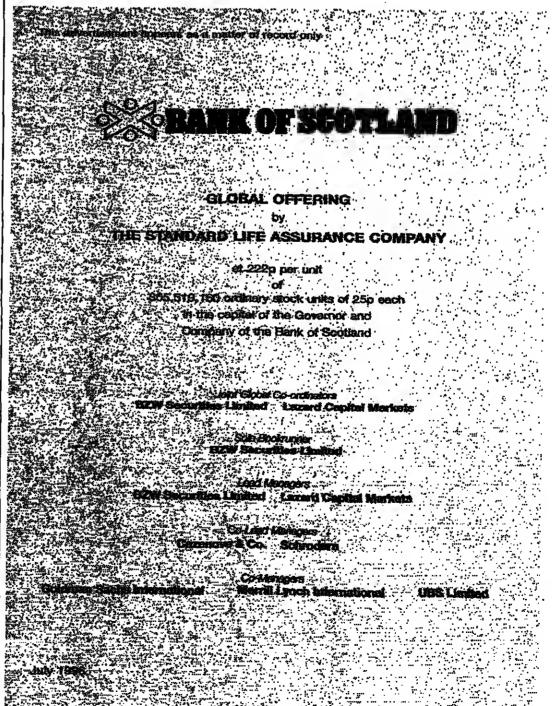
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COMPAGNIE BANCAIRE FRF 500.400.600 FLOATING RATE NOTES DUE 1997 ISIN CODE: XS00.28787315 r the period September 18, 1996 December 18, 1996 the new rate as been fixed at 3,6875% P.A. Next payment date: December 18, 1996 Coupon ar: 25 Amount: FRF 93,21 for the omination of FRF 10.000 FRF 932,12 for the omination of FRF 100.000 THE PRINCIPAL PAYING A CONTEST CENTRALE
BANK & TRUST LUXEMBOURG



You'll always find Belleli Group on the market thanks to banking and creditors.





INVESTMENT BANKING, FROM A TO





Interimdividend 1996

The Board of Management of Royal PTT Nederland NV (KPN) has set the 1996 interim dividend at NLG 1 .- per ordinary share in cash.

The Board has declared that 62 dividend rights will entitle shareholders to one ordinary share of NLG 10.- par value. The number of dividend rights has been established based on the closing price of KPN shares on the Amsterdam Stock Exchange on September 16, 1996.

Depending on the form of payment previously elected by each shareholder. the interim dividend will be paid out to such shareholder either entirely in cash or entirely in ordinary shares. Payment in ordinary shares may be charged against the additional paid-in capital or, if the shareholder so elects, against the other reserves.

The interim dividend will be payable on September 30, 1996.

In exchange for 62 dividend rights the holders of ordinary shares who have opted for payment in shares will receive one ordinary share of NLG 10.- par value, entitling them to a partial share of the 1996 net income and a full share of the net income in subsequent years. Dividend rights must be submitted to ABN AMRO Bank N.V. in Amsterdam, ING Bank N.V. in Amsterdam or Rabobank Nederland in Utrecht

Shareholders who have opted for a dividend in cash will receive NLG 1 .on their dividend rights, less 25% dividend tax.

Holders of ordinary sheres will receive payment of the dividend in the form previously elected through the institutions where the dividend sheets were held in deposit at closing time on September 17, 1996.

The member firms of the Association for Security Transactions will receive the compensation stipulated in the 90-56 circular to enable shareholders to exchange their dividend rights free

The Board of Management

Groningen, September 17, 1996

Crédit local de France GENERAL MEETING OF BONDHOLDERS Notice of Meeting

For the purpose of the alliance with Crédit Communal de Belgique, Crédit local de France will transfer to its subsidiary Local Finance all of its assets and liabilities, including all bonds issued by Crédit local de France. The transferee of this asset transfer, will have the same assets and fiabilities which CLF currently has, and at the date of the transfer will take the trade ame of "Crédit local de France", the existing Crédit local de France be

The quorum requirements have not been met on September 16, 1996. Holders of the bonds listed below, Issued by Crédit Jocal de France. Lead Manager and Fiscal Agent Banque Paribas Luxembourg

LUF 2,000,000,000 7,875% Oct 1994 - Oct 1999 (ISIN Code XS 00 52827648) LUF 1,600,000,000 8% Dec 1994 - Dec 2000

(ISIN Code XS 00 53848346) Lead Manager and Fiscal Agent Kredietbank S.A. Luxembo LUF 1,000,000,000 10% Mar 1991 - Mar 1998 private place

LUF 2,000,000,000 7,625% May 1995 - May 1999 (ISIN Code XS 00 5633845)

Lead Manager and Fiscal Agent Banque Générale du Luxembourg S.A.

LUF 2,000,000,000 6.7% Aug 1995 - Oct 2000 (ISIN Code XS 00 58356824)

Lead Manager and Fiscal Agent Banque Internationale Luxembourg S.A.

LUF 2,000,000,000 6 5/8% Nov 1995 - Nov 2002

(ISIN Code XS 00 60495164) LUF 3,000,000,000 6 3/8% Jan 1996 - Jan 2003 (ISIN Code NS 00 62353445)

LUF 2,000,000,000 53/4% Mar 1996 - May 2003

(ISIN Code XS 00 63591837) are invited to attend the General Meeting to be held on October 3, 1996 at reque Internationale à Luxembourg S.A. 69, route d'Esch, L-1470 tembourg, at time 2.30 p.m. in accordance with article 308, of the French law of July 24, 1996 the agenda of the meeting will be as follows:

Board of Director's report on Crédit local de France's project to transfer all of its assets and liabilities to its subsidiary Local Finance.

Holders of bearer bonds must obtain a certificate attesting that their securit are held in a blocked account from the bank, stock or institution managi their account at least (51 days before the date of the General Meeting, Proxy forms will be sent to bondholders upon request from the Finan

The board of Directo

MERRILL LYNCH EQUITY/ CONVERTIBLE SERIES

Société d'Investissement à Capital Variable Registered Office: 69, route d'Esch, Luxembourg R.C. Luxembourg B-29815

NOTICE TO SHAREHOLDERS

Shareholders are kindly invited to attend the general meetings to be held at the offices of Banque Internationale à Luxembourg S.A., 69, route d'Esch, Luxembourg on Friday, 27th September, 1996, at 4.00 p.m. with the following agenda:

 A. Annual general meeting ("AGM"):
 Reports of the Directors and of the Independent Anditor on the annual accounts for the period ended 31st May 1996; 2. Approval of the audited annual accounts at 31st May 1996; :

3. Declaration of dividends (if any) as recommended by the Directors 4. Ratification of the co-optation of a Director;

6. Election or re-election of Directors and re-appointment of the

7. Approval of the same remmenation of the non-affiliated Directors; 8. Miscellaneous.

B. Extraordinary general meeting ("EGM"):

1. Approval to change the fiscal year end from May 31st to August 31st beginning as of the fiscal year starting June 1, 1996, and decision to extend the transitory fiscal year from June 1, 1996, to August 31, 1997;

Amendment of Article 25 to reflect such change and of Article 10 to set the AGM to the second Friday in December, for the first time to 1997;

Amendment of Article 20 to increase the minimum sizes of the Company's, respective of its Punfolios', assets (presently at U.S.\$10 million, respectively, to U.S.\$3 million) to be terminated or merged by decision of the Directors to certain eases, so as to allow such decision(s) upon the assets of the Company falling for 30 consecutive days below U.S.\$25 million or the assets of a Portfolio falling for such duration below U.S.\$15 million.

Shareholders are advised that the ordinary annual general meeting requires no quorum of presence and decisions may be approved by a simple majority of the shares present and/or represented. In respect of the extraordinary general meeting, a quorum of 50 peacent or of one-half of the shares issued is required at the first meeting and decisions may be approved by a two-thirds majority of the shares present and/or represented. If no quorum is reached, a second meeting would be convened which may decide without quorum requirements at the same two-thirds majority.

COMPANIES AND FINANCE: UK

Next shares slip in spite of 12% rise in interim profits

By Christopher Price

Strong high street demand and the growing popularity of home shopping helped Next, the retail group, post a 12 per cent rise in pre-tax profits to £56m (\$87.4m) in the six months to the end of

The rise was masked by an exceptional gain in last year's figures and operating profits rose 31 per cent to

Turnover rose 22 per cent to £406.4m.

among some analysts over the rise in like-for-like sales, concerns over the consumer recovery and profit-taking combined to knock the shares, down 25.5p to 274.5p. Next's cash pile rose from £119m to £148m but Lord Wolfson of Sunningdals. chairman, was quick to damp speculation that Next

was building up a war chest

5 per cent of our market capitalisation and supports our

ness lifted operating profits 37 per cent to £30.1m on

Next added an extra four stores year-on-year, and improved sales per square foot from £224 to £263. Lord Wolfson said that, with 306

very progressive dividend policy. It also gives us flexibility for any other opportunitles, such as the investment in our new distribution centre."

He also dismissed suggestions of a tie-up between Next's mail order husiness and the catalogue division of Great Universal Stores, a company he also chairs.

sales up 23 per cent at £273.2m. Mr David Jones, However, disappointment chief executivs, said ths retail environment was improving, although trading remained "challenging" in some areas. Like-for-like sales rose 9 per cent, slightly below analysts' expectations.

"Our cash position is only stores, the group had to £11.8m on sales 23 per

The high street retail busi-

David Jones: trading remains challenging in some areas

reached near-saturation point in the UK and the challenge was in better use of space and expanding, where

possible, existing stores. Further growth was predicted for the Next Directory husiness, which increased operating profits 42 per cent

cent higher at £90.4m. Next has also begun a personal loan scheme which had attracted £20m of husiness in its first few months. The company experienced mixed results overseas,

despite sales growing 31 per

Lex, Page 19

Fall in price of copper costs Wassall £8m as it slips 8% to £22m

Falling copper prices cost Wassall £8.1m in the first half of 1996, leaving pre-tax profits at the conglomerate 8.2 per cent lower at £22.4m (\$34.9m). But a 32 per cent rise in

underlying operating profits, a 35 per cent interim dividend increase to 2.1p, and an upbeat statement helped the shares rise 15p to 307%p.

Brokers said that despite the setback from copper prices, Wassall was still showing strong earnings growth. "These were very, very good results," said Mr Robert Morton of Charterhouse Tilney.

son Crosthwaite said: "We" that, by value. " copper stock profits on the are based on the previous way up and the market is 'day's copper price. So the

Despite its difficulties over raw material prices, General Cable, the US manufacturer of household wiring and tele-

coms cables acquired in June 1994, now accounts for the hon's share of Wassall's profits. It recorded a 54 per cent rise in operating profits. to £17.9m. Its sales were £345.5m in the six months to June 30, against £497m for the group as a whole.

Since December 1995, copper prices have fallen from 135 cents a pound to about 95 cents - a similar level to that prevailing in mid-1994. General Cable buys some

\$300m of copper a year and stocks and work in progress

copper prices between the beginning and end of the manufacturing process is taken by Wassall. Alded by lower prices,

demand for cable is now rising strongly, said Mr Christopher Miller, chief executive. DAP, Wassall's US manufacturer of household fillers and sealants, lifted operating profits by 29 per cent to £4.5m. The closures business, which produces 7bn plastic and aluminium bottle caps every year, saw operating profits stand still

Mr Miller said the company's outlook was "very positive and gives us great confidence for the future". With Mr Geoff Allum of Hender i amount to about a quarter of net deht set to fall below £30m by the year end, Washave consistently ignored ... Prices of finished products sall was well placed to spend up to £200m acquiring more under-performing ignoring them on the way risk of any rise or fall in nology" companies, he said

Both Kepit and Treg are

offering to sell off the fund's

assets and pay cash back to

shareholders. Both are also

offering shareholders an

alternative investment fund.

However, the winning plan

will be the one which pays the highest cash value. Kepit's plans involve lower

costs than Treg's and so are

expected to produce more

cash. Because the break-up

plans involve selling a large

portfolio in one go, the

assets will have to be sold at

a discount to the market

price, likely to be about 3 or

Biotech group works on pig clone

By Simon Kuper

PPL Therapentics, the Scottish biotechnology company that genetically engineers sheep to produce medicines in their milk, is hoping to announce a collaboration with a British academic group offering new technology to prevent humans from rejecting pig hearts, kidneys and possibly

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CONTENT A PERC

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37

lungs. PPL, which floated in June and has produced a cloned sheep called Tracy, aims also to clone pigs with organs suited to humans.

Mr Ron James, managing director, said renografts animal-to-human trans-plants — could be potentially more significant for PPL than its lead product AAT, with applications in reating cystic fibrosis

Mr James said US companies would probably achieve the first pig-to-human transplants in about two years. However, he added: "Our second generation products may he better than their first generation.'

The waiting list for organ transplants was 20 times longer than the number of people who received trans-

The number of organs available for transplant had fallen since motorcyclists had been made to wear helmets, he said. US hospitals charged each other about \$15,000 per organ for trans-

The company hoped to find a marketing partner for AAT "somewhere at the end of 1997 or in 1998". AAT market in about five years. The company announced a pre-tax loss of £1.69m (£687,000 profit) on sales down 35 per cent at £2.13m

for the first half of 1996.

Pressure increases on Kepit to detail its plans

By Roger Taylor

The directors of Kepit are posals. coming under pressure to publish full details of their plans to break up the £500m (\$780m) fund. If they do not, investors may instead opt to accept a hostile hid for Kepit from a rival fund, TR Euronean Growth.

In a move designed to ward off the Treg bid. Kepit, the Kleinwort European Privatisation investment trust. announced two weeks ago its intention to break up the fund and pay cash back to

But Treg has refused to withdraw its bid and continues to challenge Kepit to decided to keep its bid open publish full details of its pro-One large investor in

Kepit said yesterday it had decided to accept the Treg hid, because the directors were taking too long to publish their plans. The investor, a large institution which did not wish to be named. holds less than 8 per cent of the fund.

Most institutional investors are still thought to be against the Treg bid. At the first closing date for the bid only 1.02 per cent of share-holders had accepted.

Kepit described the result

as dismal, but Treg has 4 per cent.

NOTICE TO BONDHOLDERS OF US\$45,000,000 4 per cent. Bonds due 2001 (The "Bonds")

Further to the notice to Bondholders dated May 13, 1996 relating to the conversion of the Bonds, this is to inform you that the Shares or Entitlement Certificates received upon conversion of the Bonds may, at the election of Bondholders, be deposited into a depository receipt facility in exchange for global depository neceipts ("Share GDRs", temporarily, the Entitlement Certificate GDRs) each representing 5 shares of Acer Incorporated (the "Company"). The Company has obtained permission from the ROC Securities and Exchange Commission for the shares received upon conversion of the Bonds to be deposited into such depositary receipt facilities and Share GDRs issued.

Regarding the conversion of Bonds into Share GDRs, please be advised of the following: The Company and Chibank, N.A. New York, as depositary, have executed (i) a Deposit Agreement dated as of November 1, 1995 ("Share Deposit Agreement") and (ii) an Entirlement Certificate Deposit Agreement dated as of August 26, 1996 ("SC Deposit Agreement"). Copies of the Share Deposit Agreement and the SC Deposit Agreement are available for inspection at Ciribank, N.A., 111 Wall Street, 5th Floor/Zooz 2, New York, New York 10043, U.S.A.

Wall Street, 5th Floor/Zone 2, New York, New York 10043, U.S.A. Upon compliance with the terms of the EC Deposit Agreement, ECs issued upon the conversion of Bonds may be deposited with Chibank, N.A. New York, as depositary under the EC Deposit Agreement (the "EC Depositary"), for the issuance of Global Deposit Receipes each representing five ECs ("EC CDRs"). Upon the issuance by the Company of Share certificates in exchange for the deposited ECs, the EC CDRs representing such ECs will be deemed surrendered and the EC Depositary will take resonable steps to deposit such Shares under the Share Deposit Agreement for the issuance of Share CDRs.

When experience their conversion right, the Bondholders should exceed When exercising their conversion right, the Bondholders should specify in the Conversion Notice (as defined to the Indennet) whether upon conversion of the Bondh they elect to receive Shares or to deposit the Shares into the depositary receipt facility and receive Share GDRs. Failure to specify an option will be deemed to be an election not to deposit such Shares into the depositary receipt facility and to receive Shares (temporarily, Entitlement Certificates) only.

For more information on the matters set forth herein, please contact the following: Chambolders' Service Department Acer incorporated
Tel: (02) 501-7506, Fer: (02) 501-9162
Address: 5F, 135, Sec. 2, Chien Kuo N. Rd., Taipei, Taiwan, R.O.C.

Corporate Pinance & Investment Manage Acer appropriated
Tel: (02) 545-5299, Fax: (02) 719-8780
Address: GF, 156, Sec. 3; Min Sheng E Rd., Taipei, Taiwan, R.O.C. Securities & Trust Department Ciribenk, Taipei Branch Tei: (02) 547-7685, Pax: (02) 717-9209 Address: 4F, 52, Sec. 4, Min Sheng B Rd., Taipei, Taiwan, R.O.C.

- CITIBANCO

British Rail **Proposed Sale of**

National Railway

Sessed at Cleave wall automore y operations at his a Brighton, NRS provides a supply chain menagement and repair service to the rail industry in Great Britain including the supply of a wide range of signelling, telecommunication, parmanent way and other

Provides a materials supply service with all next design and specification requirements. Provides a choice of new or service-exchange products or the repair of customers' goo mers are contractors appointed by

A warehousing operation at Crewe offering a 24-hour service with approximately 5,800 product lines available from stock.

Price Waterhouse

₹

Supplies National Railway Supplies (NRS) is a business within the Contral Services Division of British Railways Soard and is being offered for sale. Relitrack PLC to maintain the reliway intrest Significant contracts with main customers up to 31 March 1899. Turnover (unquellised) year to 31 March 1986 £58M Employees at year end Further information about the business and the sale process will be made available to appropriate enquire subject to a confidentiality undertailing. als advertisement is insued by the British Railways bard and has been approved solely for the purpose Section 57 of the Flamental Barrican Act 1985 by the Waterforms who are Guandal advisors to 8768. The Waterforms is authorized by the historic to 8768. Institute of surfaced Accountants in England and Water to carry insuffered Accountants in England and Water to carry Vendor Unit

Spanish Banking and Finance

on Tuesday, October 15.

The Financial Times plans to publish a Survey on

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FT Surveys

partially-unburnt fuel mixture. Spark plug and injector locations designed in a way that con-

centrates the fuel mixture near

the plug for instant combustion. but without risking the spark

being "doused" by the injection

process - one of the biggest

development burdles such

engines have faced.

The result of all this for the

· A 25 per cent improvement in

fuel economy over a normal pet-

rol engine in urban driving con-

ditions, that matches a diesel

engine. This is due partly to a 40

per cent reduction in fuel con-

An 8 per cent consumption

improvement over a conventional

petrol engine at speeds over

In comparison with a similar

diesel engine, 85 per cent more

power, 12 per cent more torque. 7

per cent better overall fuel econ-

omy, lower emissions, an 8 per

cent weight saving and 40 per

Ford, for one, confesses puzzle-ment at the claims for production

costs. Its own calculations indi-

cate an extra cost of \$200 (£128) to

\$400 a unit compared with a con-

ing "lean-burn" engines is an ordinarily high level of emissions

of oxides of nitrogen. Mitsubishi

claims to have solved this, how-

ever, by extensive recirculation

of exhaust gases through the

engine - again, made possible

only by direct injection's com-

bustioo stability, claims Mitsubi-

In all other respects, Mitsubl-

shi's claims are in line with

industry expectations of the tech-

nology. "If you take a baseline of

There is also some scepti-cism about emissions. One

of the problems in develop-

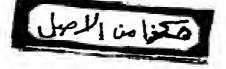
ventional petrol engine.

lower production

driver, says Mitsubishi, is:

sumption when idling.

75mph.





Biotech group Works pig clon

HERVEY

mhes

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Order out of

US researchers are using

Nature magazine. When particles of two

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Pennsylvania and the

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Cool head

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University of Pennsylvania:
US, tel 215 8988260;

The clothing worn by surgeons

to protect them from infection

3M has designed a material

that allows heat to escape while

The material has two layers,

one of which is a microporous

membrane that separates small

during an operation can

maintaining a barrier to

and large molecules. As a

result, it forms a barrier to

become uncomfortably bot.

Santa Barbara used this

as a whole

entropy, the natural tendency

towards disorder, to create

order on a microscopic scale.

according to a report in today's

different sizes are dispersed in

a liquid, there is an attractive

particles approach one another,

the extra volume created for

the smaller particles serves to

increase the system's entropy

Scientists at the University of

principle to show that patterns

container create local "entropic

force fields", which can control

The researchers believe that

disorder

Worth Watching · Vanessa Houlder viruses, such as those responsible for Hepatitis B and Aids, while letting through

water molecules that carry heat away from the body. 3M: UK, tel (0)1344 858000; fax 0)1344 858278.

New line in telephones

A German telephone nanufacturer has designed a phone that doubles as a cordless and a mobile phone The phone uses normal lines in the home and a cellular network elsewhere. When close to home it automatically switches to the cheaper domestic tariff.

The chips for the different circuitry were integrated into a single module, which avoided the need to make the telephon bulkier and heavier. The equipment was developed by Hagenuk Telekom, with the Fraunhofer Institutes.

Fraunhofer Institute for Silicon Technology: Germany, te. 4821174219; fax 4821174250.

Lift which takes the strain

Getting up after a fall is often difficult for elderly or disabled people. Even a companion may be unable to help, as lifting somebody musided puts a heavy strain on the back.

The Brunel Institute of Bioengineering, funded by Action Research, a medical charity, has tackled this problem by designing a conventional lifting device that is about half the price of a hoist or lift and can be used in more confined spaces.

The Elevator has a plastic seat chaped so that that it takes very little effort to roll the person on to it. The person is then swung into a seated position hy inflating a bag underneath the seat, with the help of a hand pump or a motor. He or she can then be

helped to a standing position or transferred sideways to a The device, which will be manufactured by Cane & Able of Chesterfield, near Sheffield, will cost about £450 for the model with a manual hand pump, and £750 for the electric

pump version. Action Research, UK, tel (0)1403 210406; fax (0)1403 210541.

TECHNOLOGY

he long development road of the motor industry has been littered with so-called "miracle" engines, promising everything from perpetual motion to the ability to run on water. . --

Most have been swept into wayside rubbish bins, for the simple reason that significant advances in engine technology are overwhelmingly the result of painstaking, persistent and expensive further development of known concepts.

Now the world's first full production version of the "direct injection" petrol engine is going on sale in Japan, under the bonnet of Mitsubishi Motors' new-generation Galant saloon and Legnum estate car ranges. Fuel is injected straight into the combustion chamber instead of into a pre-mixing chamber as with indirect injection, used in conventional internal combustion engines.

Mitsubishi has high hopes that the engine's advanced characteristics will have euch strong appeal to technology-obsesse domestic buyers that it will almost single-handedly revive the company's declining sales inside Japan, before going on to win substantial sales in export markets.

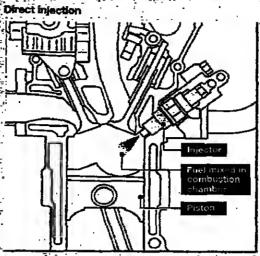
While the engine will make its debut in the Galant and Legnum, Mitsubishi is committed to spreading the technology to every vehicle it produces, including the Charisma and Volvo S4 cars built at NedCar, Mitsubishi'e and Volvo's joint venture in the Netherlands

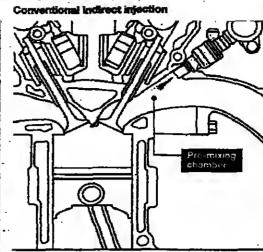
In spite of the often extravagant claims made for new engines, the fuel economy and performance claims made for Mitsubishi'e engine do represent a quantum leap, combining the fuel economy of a diesel engine with the performance of a sporting petrol unit.

Better yet, from Mitsubishi'e point of view, none of the world's leading carmakers is about to rubbish the claims.

"It's fair to say that direct injection marks the next big step forward for the petrol engine, as big as the first shift from carburettors to fuel injection," according to Jim Clarke, chief engineer. advanced engines, at Ford's power train division in

Not so good for Mitsubishi is that its pioneering technology will not be alone in the marketplace for long. Toyota has been quick to create a publicity spoiler" in the middle of Mitsubishi's launch by declaring that its own direct petrol engine would be launched in homeHow the new engine works





The full production version of a direct injection petrol engine is a leap forward, says John Griffiths

An engine revolution

market Carina and Corona from most modern petrol models by the end of the year. engines. The first spectacularly Over the next five to 10 years, direct petrol injection technology can be expected to permeate much of the new-car market, acknowledges Clarke. He will not, however, predict when Ford'e first "DI" petrol model will take to the roads. "Of course we are working on it, just like every other major auto maker," be

The first Mitsubishi unit is an in-line, four-cylinder engine of 1.8 litres, with four valves per cylinder operated by twin overhead even five years ago, and better camshafts. That is no different than a typical 15:1 to 18:1 for con-

distinguishing feature is a compression ratio of 20:1, almost double that of conventional, indirect injection petrol engines. Not surprisingly given such a ratio. the engine packs an explosive punch: its 150-brake horsepower ontput is higher than Mitsubl-

current 2-litre shi's conventionally-injected engine. The new technology allows the engine to run on air-to-fuel ratios of up to 40:1 - far "leaner" than would have been thought feasible even five years ago, and better

Vauxhall gets personal

ventional petrol engines. Direct injection also allows a more stable and slower tickover, at 600rpm instead of 750rpm. There are four distinguishing

elements in the engine's design: An upright, straight inlet port controlling the airflow dynamics in the cylinder.

 A very high pressure fuel pump feeding purpose-developed injectors designed to promote fuel mixture swirl, both of which presented an engineering challenge, according to Mitsubishi Curved-top pistons to control the pattern of combustion and eliminate the possibility of a

100 per cent for a petrol engine," says Clarke, "then in terms of fuel economy the indirect injection diesel and the direct injection petrol will both show up at

shi.

Neither can match for fuel economy the direct injection diesel, which first showed up in the unlikely form of Perkinsdeveloped Rover Maestro and Montego diesels in the late 1980s. The DI diesel has economy nearly 35 per cent better than a petrol

engine and is now offered by a

115 per cent to 125 per

number of carmakers. But nor can the Dl diesel unit come anywhere near the on-road performance of the DI petrol Mitsubishi. The latter's arrival may not mark, as Mitsubishi implies, the death of the diesel. But it JG may have to fight hard for life.

Tauxhall, General Motors' UK cars subsidiary, has spent £3m on new technology to "personalise" its telephone customer service.

The system, at a new centre in Luton, identifies callers from their number and displays on a video terminal their details their problem with a car, the technolvehicle's history.

caller to the Vauxhall employee who has dealt with him or her in the past. People calling for the first time will be logged into a

central databank so that they will receive the same personal service in the future. If a call concerns an urgent

vehicle's history.

Ogy also links the computers at
It automatically directs the the customer's dealer to Vaux-

hall's own databases. "So, when a problem is proving hard to solve, every possibility can be checked and explored

electronically and in real time," says customer and dealer relations manager David Hyde. The centre is already handling more than 7,500 calls a week.

CONTRACTS & TENDERS

GOVERNMENT OF JORDAN PRIVATIZATION OF

TELECOMMUNICATIONS CORPORATION INVITATION FOR EXPRESSIONS OF INTEREST FOR FINANCIAL ADVISORS

The Government of Jordan has embarked on Privatization Program, and the privatization of the Talecommunications Corporation (TCC) will constitute an early and important transaction in the program. The Government's objectives with the privatization of TCC are to:

- Improve the quality and diversity of telecom services
- Accelerate the expansion of the network; Maximize the proceede of tha sale;
- Expedite the commercialization of TCC operations
- Transfer technology and modamize aystems and operations.

It is the Government's intention to engage a qualified Financial Advisor (FA) to prepare and execute tha divestitura of 26% of TCC shares to a Strategic Partner in a transparent manner. The FA will be responsible for all activities related to the sale, from marketing to implementation of the transaction.

Expressions of interest to act as the Financial Advisor to the Government of Jordan are requested from worldclass firms/consortia that have acted as the leadadvisor to a government in a sale of a substantia proportion of a major telecommunications company to a strategic investor. Short-listed firms will subsequently ba invited to aubmit a technical and

Prospective firms/consortia may send their expression of interest by 3:00 p.m. local time, Tuesday, 15th of October, 1996, along with relevant and detailed documentation demonstrating that they meet the above specified criteria, to:

H.E. Jamai Al-Sarayrah Minister of Post and Telecommunications TCC Tower Building, 3rd Circle Amman, Jordan

Tel: (962-6) 656-559; Fax (962-6) 627-743. NOTE: This advertisement does not constitute an

invitation for potentially interested investors to Initiate contacts with the Government of

OBITUARY

BILL BIRD formerly London Stock Exchange died 13th September after painful illness, bravely borne. Funeral: Surrey & Sussex Crematorium, Crawley, 4.15 pm, Friday 20th September.

Donations to: Harestone Marie Curie Centre, Harestone Drive, Caterbam, Surrey CR3 6YQ.

LEGAL NOTICES

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Guaranteed Floating Rate Notes due 1998. The notes will bear interest at 5.91406% per arrum from 17 September 1996 to 17 December 1996.

Interest payable on 17 December 1996 will amount to \$147.04 per \$10,000 note and \$1,470.44 per \$100,000 Agent: Morgan Guaranty Trust Company

ENTER MATTER OF BESRES DEVELOPMENT PLC

AND IN THE MATTER OF THE INSOLVENCY ACT AND MILES 1986

JPMorgan

LEGAL NOTICES

BESTES MIDLAND PLC AND IN THE MATER OF THE RECOVERCY ACT AND BULLS 1996

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The Financial Times plans to publish a Survey on Manchester

on Wednesday, October 23

For further information on advertising and full editorial synopsis, please contact:

. Pat Looker Tel: 0161 834 9381 Fax: 0161 832 9248 or write to her at : Alexandra Buildings, Queen Street, Manchester M2 5LF



PROMOTING BRITISH EXCELLENCE

THE WALPOLE COMMITTEE IN NEW YORK

Established in 1992 The Walpole Committee's mission is to promote British Excellence.

Walpole Committee members represent the best of British innovation, style, technology, service and tradition.

On September 25, members of The Walpole Committee are hosting with the British American Chamber of Commerce an evening of British Excellence, A Garden Party at Tavern on the Green, located at Central Park West and 67th Street, New York City from 6-8 pm.

Taking part are:

Arthur Brett & Son Bettys and Taylors of Harrogate

Chewton Glen Hotel DAKS Simpson

The Drambuie Liqueur Company William Grant & Sons

Laphroaig The Savoy Group of Hotels & Restaurants

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To RSVP or to receive additional information on this event, please call Melissa Mendenhall at The British-American Chamber of Commerce on (212) 661 4060.

Ticket prices:

BACC Members

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INTERNATIONAL CAPITAL MARKETS

New international bond issues

D-Mark securitisation taps seven-year sector

By Samer Iskandar

There was no sign yesterday of any slowdown in bond issuance. Although several deals competed for size and originality, s repackaged securitisation issue in D-Marks for Bank America Credit Card Corp managed to combine both.

The iesue, for a total amount of DM1.25bn, pays a despite the fact that the assets that back it belong to an issue of securitised credit card receivables paying a nies. floating rate, originally Se issued in July.

Lead manager Salomon Brothers said demand was boosted by the leck of a seven-year benchmark. Issuance in that area of the yield curve has been subdued, due to the lack of arbitrage opportunities.

The Finnish market also explored new territory, as two-year US Treasuries.

ING Barings arranged the first public securitisation in markka, for the government housing agency.

The result was Fennica No 2, a two-tranche deal for a total of FM1.45bn. According to the lead manager. demand was motivated by recent redemptions as well as the government's decision to scale down its issuance programme. The floatingrate tranche, aimed at banks and corporate investors, met stronger dsmand than the fixed-rate bonds, typically the domain of pension funds

Several small issues in dollars were also launched, among them a deal arranged by Commerzbank and Nomura for DePfa Bank. The structure is very similar to an issue launched in May via the same lead managers, although the launch spread vesterday was 1 basis point tighter, et 14 points over

and life assurance compa-

The issuer said the bonds were aimed at retail investors, who typically appreciate relatively high coupons. The slightly unusual maturity of the bonds, two years and two months, is partly explained by an arbitrage opportunity requiring a match with an existing dollar-denominated asset, leading ultimately to "satisfactory snb-Libor" funding

costs, DePfa said. Supranational borrowers were also active, with both the European Investment Bank and the World Bank tanning the market. The former raised DM300m via lead manager WestLB, while the latter issued Ptainhn of bonds maturing in 2021 through Banco Santander de

Negocios and UBS. The Republic of Uruguay took advantage of the strong appetite for emerging market bonds to issue \$100m of 10-year paper led by Credit Suisse First Boston. With a coupon of 8% per cent, the

SSLT 96-4, Cts A1(a1)th 957.3 (a2.0) 100.00R Jul 2001 0.225R SSLT 96-4, Cts A2(a5)th 496 (a4.0) 100.00R Jul 2005 0.275R Der 18 8 a1(b) 200 6.575 98.755R Dec 18 98 0.15R Start Cty Benk 115 7.3754 98.474R Sep 2001 0.50R Republic of Uniquey 100 8.5754 99.573R Sep 2006 0.75R Ceved Alimentasti) 100 11148 99.505R Det 2004 1.00R PCI Benk 100 (c) (c) (c) Sep 2001 0.50R +14(55/94-96) Continue 2004/1/10/00/24 +10(16/474-01) JP Morgan Securities +190(794-96) CS First Boston +22(16)-95) (fittent international (c)(16/494-01) Mentil Lynch Ind Very Division of the same +34(6%-03) Setomon Brothers +16(5%-01) WestLB BACCC, Series 96-1(s) 1.25bn 8.00 98,77R Oct 2003 0.30R Suropean Investment Seriet) 300 5.125 98,945R Dec 2001 0.25R Inter-American Dev Bide.a)* 10bn 5.75 96.5376 Oct 1999 0.1875 - Dalwa Europe Province of Buenos Aires 150 7.75 101.525 Cet 2003 2.50 Credit Suisse GECON 200 6.00 93.51R Dec 2001 0.25R +SIPHS-01) RIG Barings Bank Austrie 3.50n zero 58.85 Dec 2005 1.375 - Crédit-Européen BBL Deutsche Finence (Nethel 1000bn zero 11,900R Oct 2021 0,10R - Deutsche Morgan Grantel Bank 10bn 7.20 100.63 Oct 2001 1.525 BSN/JBS Fernica No 2, Class A1(f1)\$ 775 (f2,0) 100,00R May 2024 0.25R Fernica No 2, Class A2(f3)\$ 675 (f4,0)\$ 100,00R May 2024 0.25R Final terms, non-calcule unless stated. Yield spread (over relevant government bond) at leurch supplied by lead manager.
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2) 8-mth Helibor 18bp to 20/5/01, then +750p. 5) Callable on 20/5/03 at par. 4) Priced today. Psys 8-mth Helibor +750p
after 20/5/03, 5) Class: FM57m, privately placed. 8 Over Interpolated yield. 8 Long fac coupon. s) Short 1st coupon.

issus offered a spread of 160 basis points. the last few weeks has pro-

• Record bond issuance in above last year's total issupelled the total amount \$400bn. Around \$28bn was

216 basis points. Analysts

reported strong domestic interest and pointed out that

over the past couple of days

some investors had switched

Italian BTPs fell a third of

a point to 103.05 with the

10-year yield spread over

Germany rising from 298 to

into Spain from Italy.

804 basis points.

raised in surobonds and raised by international borglobal bonds so far this year rowers in the first two weeks of September, surpassing the ance of approximately \$27bn of issues launched

budget deficit no greater

than 3 per cent of GDP.

OATs fell 14 basis points

Germany eased on the

back of US rate rise concerns

and a strong feeling that

there will be no reduction in

official rates when the Bund-esbank meets today. On Liffe

the 10-year bund future fell

In Moscow, demand for

by 0.02 to 98.11.

to 102.00.

Egypt hopes to cross symbolic debt rating line

Moody's will decide if the sovereign is investment grade

guessing game has emerging markets cord International Investprofessionals since it became known last week that Moody's Investors Service, the US credit rating agency, had sent analysts to Cairo to work out a first rating for

Egypt's sovereign debt. Guesses of a likely rating are falling either side of the line separating the triple B (or Baa) category from the double B (or Ba) class, but the odds appear to favour a high speculative grade.

Although one notch on Moody's rating scale does not make a big difference in absolute terms, this particular step from junk-bond status to investment grade is highly symbolic

The rating is expected to be announced before November's Middle East and North Africa economic summit.

Foreign investors' perception of Egypt has steadily improved in recent months. "Six months ago, the perception of risk in Egypt was close to a Cas rating," one government official said. Now, Moody's rating is likely to be just below investment grade."

Improving confidence is reflected in "better inflows of foreign investment", said Ms Suha Natjar, Middle East analyst at Nomura Research

in London. Egypt's macroeconomic picture is healthy. With more than \$18bn of foreign reserves, its capacity to pay back debt is strong. An IMF reform package aiming to boost economic growth to 8 per cent and increase foreign reserves to \$22bn is due to

Mr Mohammed Younes. been occupying head of fund manager Conments in Cairo, is very bullish on the rating. He said. based on the macroeconomic picture, he would be "very disappointed if Egypt did not get an investment grade rating, Baal or A3".

Data Irigg

But rating agencies also take into account factors such as currency risk transfer and political stability. Ms Najjar et Nomura warns that "although the fundamentals are good, the Egyptian currency is still overvalued by

ebout 25 per cent". A senior Egyptian financial consultant forecast a high non-investment grade rating, possibly Bal or Ba2, edding that Moody's was likely to be cautious because it is only five years since Paris Club lenders had to write off some \$10bn of

Egyptian sovereign debt. Mr Mulham Alwani at HSBC Markets said: "The investor community would accept Egypt as investment grade, but in the cold light of day it is probably just below

investment grade." Mr Gamal Mubarak, executive director of Londonbased consultants MedInvest Associates, takes the oppo-site view. "Macroeconomic indicators point to an investment grade, but the final decision will be influenced by Moody's perception of Egypt's track record," he said, drawing a parallel with Poland, which was upgraded to investment grade just months after its first rating.

> Samer Iskandar and Sean Evers

> > CALL MAN BEAR

du.

US Treasuries lifted by jump in July trade deficit

GOVERNMENT BONDS

York and Peter John in London

Europe took a break from recent entbusiasm over European monetary union as rate rise worries blew in from the US.

■ US Treasuries posted modest gains in early trading on news of a jump in the July trade deficit. The yield on the benchmark 30-year remained above 7 per cent as investors awaited the outcome of next Tuesday's Federal Reserve's Open Market Committee meeting.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

Near midday, the long bond was & stronger at 96% to yield 7.006 per cent. The two-year note was unchanged at 99%, yielding 6.227 per cent. The December 30-year bond future was % weaker at 108#.

The trade deficit surged

\$11.7bn in July - mostly because of a large drop in exports, suggesting inventomay be higher than previously thought.

While most economists said the trade data may lead to weaker than expected gross domestic product growth in third quarter. many were sceptical about

11/08 91,8060 +0.200 7.94 8.13 05/06 100,1000 -0.070 8.13 6.26 05/06 104,2700 - 6.39 6.56 12/06 87,3500 -0.350 7.37 7.46 03/06 105,8400 -0.200 7.12 7.27 10/07 100,7450 -0.080 5.33 5.45 10/06 102,0000 -0.140 6.22 6.32 04/06 100,5400 -0.270 7.25 7.50 02/06 105,1400 -0.270 7.25 7.50 02/06 103,0500 -0.300 8.01 8.00 100,000 0.000 0.000 8.01 8.00 02/06 103,0500 -0.300 9.01 8.00 100,000 0.000 0.000 9.001 8.00 100,000 0.000 0.000 9.001 8.00 100,000 0.000 9.001 8.00 100,000 0.000 9.001 8.00 100,000 0.000 9.001 8.000 9.0

"Trade data tend to be volatile. It should subtract from third-quarter GDP growth, but not as sharply as July data indicate," noted Mr Ed Yardini and Ms Debble Johnson of Dantsche Morgan Grenfell in New York.

from \$8.2bn in June to Nervousness about an increase in UK interest rates hit short-dated gilts yesterday as a sharp rise in retail ries at US manufacturers activity revived the spectre of inflation.

Retail sales rose 1 per cent in August from July and 4.4 per cent year-on-year, compared with analysts' forecasts of a 0.5 per cent rise on the month and 3.5 per cent on the year. The release of minutes from the last meet-

E BURD FUTURES OPTIONS (LIFFE) DA250,000 points of 1,00% - CALLS

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ing between the chancellor Germany falling from 218 to the Maastricht criteria of a of the exchequer and the governor of the Bank of England further depressed rate-sensitive maturities. Mr Kenneth Clarke said

there would be a case for tightening rates if inflation pressures started to pick up and Mr Eddie George said he would like to see base rates currently 5.75 per cent rise to 6 per cent. rippled along the yield

four-year paper fell by & to 103# while the benchmark 10-year gilt slid # to 97#. Spanish bonds continued

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curve. In the cash market,

The general nervousness French debt prices eased on the announcement of budget details, which included a forecast deficit of FFr283.7bn in 1997.

The figure, which will be lifted by a FFr30bn social security deficit, left most their outperformance, with economists arguing that cent at the last auction of

paper saw the average yield on an issue of six-month Treasury bills fall to 61.25 per cent at an auction yesterday, down from 67.97 per the 10-year yield spread over France is unlikely to meet six-month paper a week ago. be ratified on October 11.

T-ACTUARIES	FIXE	DINIE		MOICES											
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5-15 years (20)	148,41	-0.38	148.86	2.97	7,51	15 yes	8.03	7.95	7.92	8.03	7,99	7.97	B.02	7.98	8.08
Over 15 years (8)	161.49	-0.35	163.04	2.11	9,B3	20 yrs	B.13	8.09	7.95	8.12	B.09	8.00	8.13	8,00	8.08
Predeemables (6)	186,96	-0.39	187.70 .	4.42	7.36	hred.†	8.18	8.15	8.08						
All stocks (56)	142.66	~0.29	143.23	2.58	7.91										
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Up to 5 years (1)	200,89	-0.04	200.97	3,54	4.43	Up to 6 yr	1.1	8 1.14	2.80		-0.61	-0.66	1.73		
Over 5 years (11)	169,50	-0.20	169.97	1.18	3.85	Over 5 year	3.5	8 3.5	3.5	3	3.35	3.38	3.33		
All stocies (12)	189.71	-0.20	190.09 -	1.21	3.68						:				

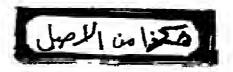
FT FIXED INTEREST INDICES

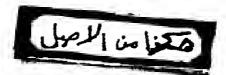
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0.0	B 1	.23 1	.48	0.08	0.36	0.57	Dec	108-01	108-02	-0-02	108-03	107-23	385,254
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FINANCIAL TIMES THURSDAY SEPTEMBER 19 1996

CURRENCIES AND MONEY

Data triggers dollar drop while sterling surges

By Richard Adams

The dollar dipped against the other major trading cur-

the other major trading cur-rencies yesterday as news emerged that the US trade deficit had ballooned to its highest level for eight years. The wave of dollar selling sent it below Y109, aided by news of a strong Japanese trade surplus. But the dollar ended the day in London at Y109.07, from Y110.20 the previous day.

The trade deficit also helped the D-Mark regain ground, following the dollar'e failure to break key resistance levels. The dollar finished at DML 5084, half a pfennig down from DML 5143.

Meanwhile, rampant high street spending figures in the UK led to an initial buying surge for sterling against the dollar. Analysts said the spending figures reduced the likelihood of a UK interest rate cut. The pound closed

The sales figures kept sterling buoyant against the \$11.68bn. D-Mark, despite the dollar's The deficit was possibly fall. The pound was worth the highest ever, and the DM2.8587, slightly down from DM2.3548.

Rumours of a surprise French interest rate cut today, and the release of the French budget yesterday, the French franc. The D-Mark closed at FFr3.407, from FFr3.397, as the hudget details were much as the markets expected.

The dollar's fall - ironically coming after Bundes-bank council member Mr Hans-Juergen Koebnick said the US economy's fundamentals supported the dol-

E Pour	d in New Y	ork
Sep 18	Latest	Prev. close
2 spot	1,5800	1,5960
१ साक्षा	1.5596	1.5584
3 mili	1.5583	1.5560
1 yr	1,5600	1.5552
1 3/1	1.5600	1.5552

up, worth \$1.5605, from lowed news that the US trade deficit in July shot up by over 40 per cant to

> largest since the current data series started in January 1992, according to analysts at HSBC Markets in

New York.
Ms Patricie Elbaz, a techleft the D-Mark firm against nical analyst at MMS Inter-the French franc. The national in London, said the market had overbought the dollar against the D-Mark, in the hope of overcoming resistance at DM1.5170.

"In this case, resistance held firm. The market is now looking for more selling pressure," Ms. Elbaz said. She added that the failure to break that level was a bearish signal, set off by the deficit figure.

The key support levels for the dollar are at DM1.49 and DM1.4730, and Ms Elbaz thought the dollar could go that low on the downward trend. "The markets are choppy at the moment so

there could be a pull-back," Ms Elbaz said. The yen's strength followed news the Japanese trade surplus for August dropped 31 per cent, to Y369bn from a year ago, but well above forecasts of Y160bn to Y314bn.

sure on the Finnish markka, after speculation among

DOLLAR SPOT

don that Finland would parliamentarians, Mr Rojo enter the European said it would be "a clear misexchange rate mechanism during the EU finance minis-After Tuesday's activity -

reputed to be the busiest trading day in the markka's history - the Finnish central bank cut its tender rate yes-terday by 15 basis points, to 3.10 per cent. The bank was said to have intervened to keep the markka above FM3.0 to the D-Mark.

■ Mr Luis Angel Rojo, governor of the Bank of Spain, said yesterday Spain must be in the first phase of mone-tary union, and that it cannot count on delays in the original timetable. Answering questions from

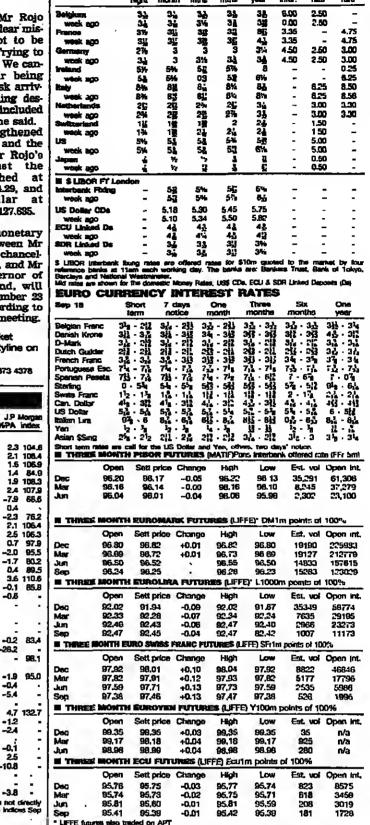
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iraq	4882,70		4680,00	3000.00		2000.00
Knowski	8.4674	- 1	0.4684	0.2995	-	0.3001
Poland	4,3321		4.3377	2,7770	-	2.7790
Roseia				5396.00		
UAE	5,7289		5,7328	3,5724	-	3.6725

take" for Spain not to be included in Emu. "Trying to ters meeting at the weekend. join is fundamental. We cannot count on their being delays. We would risk arriving late and becoming desperate. We must be included in the first phase," he said. The peseta strengthened against the D-Mark and the

dollar following Mr Rojo's comments. Against the D-Mark it finished at Pta84.15, from Pta84.29, and against the dollar at Pta126.955, from Pta127.635.

■ The next two monetary policy meetings between Mr Kenneth Clarke, the chancelfor of the Exchequer, and Mr Eddie George, governor of the Bank of England, will take place on September 23 and October 30, according to minutes of the last meeting.

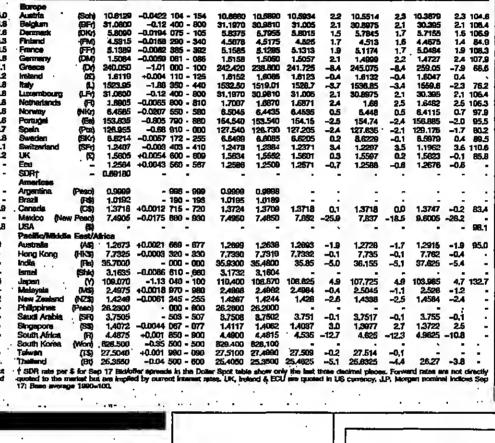
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WORLD INTEREST RATES

MONEY RATES

POUND SPOT FORWARD A (Sch) 18,5609 -0.0088 S22 - 666 16,6310 16,5415 18,3297 (BFr) 48,4676 -0.0204 224 - 128 48,6300 48,4110 48,3728 (DKr) 9.0447 +0.001 597 - 696 9.0963 9.0579 9.051 (FM) 7.0712 -0.0002 652 - 771 7.1110 7.0630 7.0668 (FM) 7.0712 6.00178 161 - 219 8.0430 8.0047 (DM) 2.3637 -0.0011 526 - 548 2.3642 2.3469 2.3468 (Dr) 374,586 -0.286 400 - 772 377,5812 373,244 (C) 0.3682 +0.0006 674 - 689 0.9699 0.9668 0.0677 (LF) 48,4676 -0.0204 224 - 128 48,6300 48,4110 48,3728 (FM) 2.6360 -0.001 364 - 395 2.4463 2.6356 2.6319 (NK) 10,0751 +0.0024 698 - 803 10,1534 10,0407 10,0666 (ES) 240,052 -0.429 912 - 191 240,835 289,862 240,477 (Ph) 198,107 -0.378 960 - 234 189,905 187,951 198,367 (SKr) 10,3323 +0.0265 228 - 417 10,3692 10,3053 10,3326 (SF) 1,9360 +0.0019 349 - 371 1,9447 1,9340 1,931 106.8 107.6 85.3 108.5 108.5 67.1 100.2 76.8 106.8 98.6 98.6 90.7 80.8 111.1 86.2 2.5 2.3391 0.9 0.9685 -2.8 2993.45 2.4 48.1826 2.8 2.5199 1.0 10.0498 -2.1 241.382 -1.6 193.882 0.0 10.3327 3.1 1,9202 2.5 2.2989 2.4 0.7 0.982 0.6 -2.6 2425.95 -2.0 2.4 47.4126 2.2 2.7 2.5722 2.5 1.0 9.9661 1.1 -2.2 -1.6 200.282 -1.1 0.0 10.3807 0.0 6.3 1.872 3.3 289.6 -28 48.3726 2.8 10.0666 1.0 240.477 -2.1 198.357 -1.6 10.3326 0.0 1.931 3.1 1.2421 +0.0001 413 - 428 1.5627 2.1323 2.1399 0.4 2.1362 11.6764 1.5552 1.5601 0.3 1.5597 0.8 2,1282 0.8 (AS) 1,9776 +0,0099 764 - 786 (HKS) 12,0662 +0,041 619 - 704 (Ps) 55,7082 +0,191 800 - 363 (Shk) 4,9365 +0,0066 312 - 418 Hong Kong (%) 55.7082 +0.191 800 - 363 56.0400 55.3680 (%) 4.9365 +0.0066 312 - 418 4.9457 4.9310 (%) 179.198 -1.174 102 - 294 171.930 170.090 1 (%5) 3.8972 +0.0158 958 - 991 3.9030 3.3828 (%25) 2.2287 -0.0019 222 - 261 2.2288 2.2188 (%5) 2.1959 +0.1403 720 - 892 40.9966 40.8611 (%F1) 5.8526 +0.0201 505 - 545 5.8834 5.8329 (%5) 2.1959 +0.0007 945 - 973 2.2028 2.1959 (%7) 7.0255 +0.0255 966 - 084 7.0118 6.9762 (%) 42.9186 +0.1487 964 - 386 42.9919 42.7696 (%) 42.9186 +0.1487 964 - 386 42.9919 42.7696 (%) 38.5652 +0.0734 460 - 844 39.6430 39.4970 (%) 38.5652 +0.0734 460 - 844 39.6430 39.4970 (%) 17.866676 appeach in the Pound Spot table show only the last three days 56,0400 55,3680 439457 4.9310 171,930 170,030 166,473 5.1 167,983 5.2 161,568 5.1 133,6 3,9030 3,8626 2,2286 2,2188 2,2287 -2,7 2,2382 -2,6 2,272 -2,2 110,2



USD 500,000,000 **BANCA DI ROMA** Floating Rate Depository Receipts duc 2003

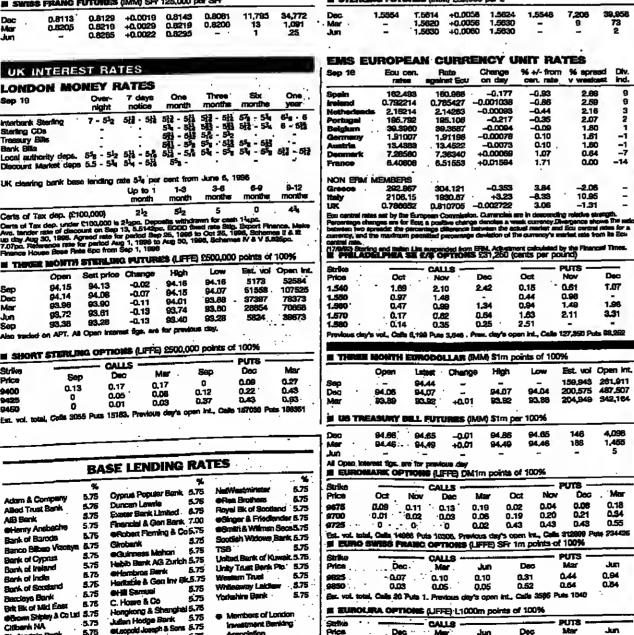
September 18, 1996 December 18, 1996

Interest Rate Interest Period

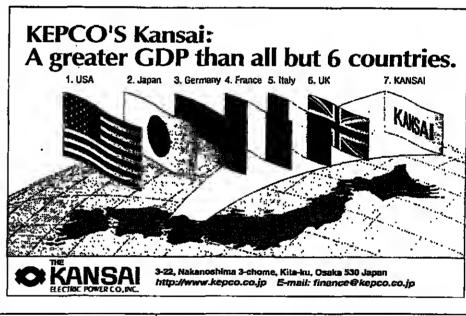
Interest Amount due on December 18, 1996 per

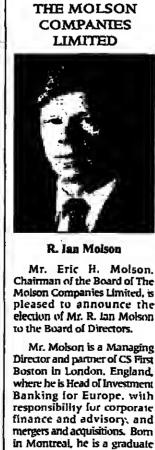
USD 1,000, USD 14.22 USD 10,000, USD 142.19 USD 100,000 USD 1,421.88 BANQUE GÉNÉRALE DU LUXEMBOUEG Agent Bank

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EXCHA								NKr			SKr	SFr	£	C\$			Ecu
Sep		BFY	DKr	FFT		E L	FI .		Es	Pta						****	
Belglum	(BFr)	100	18.70			997 4900 968 2828		20.80	495.4 264.9	408.7 218.5	21.31 11.40		2.069 1.103	4,417 2,362	3,221		1.37
Denmark	(DKr)							12.57	298.4	247.0	12.88			2.670	1.947		1.549
France	(FFr)	60.44	11.30								4.388		0.425	0.910	0.863		0.52
Germany	OM					411. 1010		4.282	248.0	84.15 204.6	10.67			2.212	1.613		1.28
bretand	(165)	50.07				1 2457 D41 100		0.424	10.10	8.831	0.434		0.042	0.090	0.066		0.05
italy	(L)	2.098				367 901.		3.821	91.02	75.09	3.910			0.812	0.592		0.47
Notherland		18.37				960 2356		110	238.2	196.5	10.25		0.992	2.124	1.548		1.23
Norway .	(NK)	48.09	8.993			403 990		4,198	100	82.51	4.302		D.419	0.892	0.650		0.517
Portugal	(Ex)	20.18	3.776			489 120		5.088	121.2	100.	5.215		0.505	1.081	0.788		0.627
Spein	(Pta)	24.47	4.576					9.758	232.4	191.B	10		0.968	2.073	1,511		1,202
Sweden	(SK4)		8.775					5.207	124.0	102.3	5.336		0.517	1.106	0.806		0.642
Switzerien			4.682			500 1226 968 237		10.08	240.1	198.1	10.33	1.938	1	2.141	1.561		1.242
UK	(2)	48.47	9.065					4.708	112.1	92.53	4.825		0.467	1	0.729		0.580
Canada	(CS)	22.64				452 111		8,457	158.8	126.9	6.618		0.641	1.372	1	109.0	0.796
US	(\$5)	31.05				620 152		5.922·	141.1	1164	6.069		0.588	1.258	0.917		0.730
Japan	· (Y)	28.48	5.326 7.299			509 1397 779 1918		9.119	193.3	159.5	8.317		0.805	1.724	1.257		1
Dunish Krone D-MAR									APANE		-	S (MIM) Y		-			
	Open	Latest	Change	High	Low	Est. vol	Open int.			Open	Latest	Change	_		OW.		Open to
Dec	0.6646	0.6667	+0.0019	0.6676			60,203	Dec		0.9182	0.9250	+0.0085			172	14,619	77,682
Mar	0.6721	0.6721	+0.0028	0.6721	0.6714		1,185	Mar		0.9338	0.9400	+0.0080			338	203	1,058
Jun	_	0.6736	-	-	-	201	112	Jun		0.9435	0.9469	+0.0034	0.948	0.6	435	210	197
SWISS I	FRANC FL	TURES	(IMM) SF	125,000	per SFr			= 5	YERLE	IQ FUTU	PES (IM	M) £62,50	per £				
Dec .	0.8113	0.8129	+0.0019	0.8145	0.8081	11,795	34,772	Dec.		1,5554	T.5814	+0.0058			548	7,206	39,958
Mar	0.8205	0.8219	+0.0029			13	1,091	· Mar		-	1.5620	+0.0056			-	9	73
Jun		0.8285	+0.0022	0.829	5 -	1	25	Jun		-	1.5830	+0.0060	1.583	0	-	-	2
					-	_		EM	e Fi	IROPI	EAN C	URRE	NCV	: IMP	BA	TES	
	TERES	TRA	TES					Sep		Ecu c		late	Change		/- from		ed Div.
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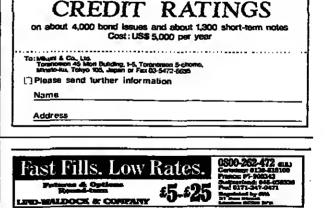




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COMMODITIES AND AGRICULTURE

Gold demand 'down sharply in first half'

By Richard Mooney

The first half of this year saw a significant fall in world demand for gold, says **Gold Fields Mineral Services** the London-based commodity research company speciallsing in the gold and silver markets. In its first update of the

1996 gold market situation, published yesterday, GFMS attributes the sharp decline - "especially relative to the strong first half of 1995" - to falls in demand from the iewellery manufacturing sector and in coin demand "and to a (relatively) sharper

ticularly in Japan". On the supply side of the equation it notes that rising mine production in Australia and Canada helped to reverse the overall downward trend of the previous two years. There was also strong growth in some developing countries "particularly in Latin America and Asia". These increases were enough

FIRST	HALF GOLD	SUPPL	Y AND DEMAND (toni	108)	
	1996	1995		1996	1995
Supply			Demand		
Mine production	1,120	1,086	Jewellery	1,344	1,895
Official sector sales	108	196	Bectronics	100	99
Old gold scrap	338	293	Official coins (sales)	31	- 46
Gold loans	1		Other fabrication	104	101
Forward sales	-	198	Bar hoarding	122	180
Option hedging		110	Gold loans		13
opout mogning			Forward sales	. 2	
			Option hedging	24	
Disinvestment	160		Investment		50
Total	1,727	1,883	Total	1,727	1,883

decline in South African output, GFMS says.
"By contrast," it notes

"the 108 tonnes of official sector sales was only around half of what was seen in the first half of 1995." It cautions, however, thet "certain assumptions have had to be made about the timing, mechanism and destination of the Belgian sale." (It was revealed in late March that that country's central bank had sold 203 tonnes of the metal, its fourth big disposal

said the gold had gone to another central bank.) "In addition," GFMS says, "as further unreported sales may well have taken place during the first half of 1996, the final figure may ultimately prove to be higher than the initial estimate."

The update says there was "a sharp reversal" in the hedging policy of producers in the middle of the first half. "Thus, whereas almost 200 tonnes of gold reached to outweigh a continued of precious metals from its the market through pro-

reserves in seven years. It ducer hedging during the first half of 1995, bedging made little contribution to the overall supply-demand balance in the first half of

> GFMS euggests that the price rise that peaked in early February et a six-year high of US\$414.80 a troy ounce was restrained by sales from "the official sec-tor" and attributes the subsequent erosion of gains to "sales from private investors as well as by weaker physical demand - in part the

local prices in many mar-

Dr Stewart Murray, one of the authors of the reports, suggested yesterday that this distrivestment was primarily the product of disillusionment about gold's prospects of regaining, in the after February's price spike.

"In an environment of low US interest rates, many investors have appeared to favour the much more vola tile soft commodities and the equities market rather than precious metals."

In the coming months, he said, the gold price's performance was likely to be determined by the levels of offtake m the physical market together with "the levels of producer hedging, official sector activity and the perceptions of western investors about gold".

Gold 1996 - Update 1: Avai able for £105 (US\$165 outside the UK) from GFMS, Green-coat House, Francis Street,

WTO farm committee faces its first challenge

Geoff Tansey on next week's Geneva meeting

hen the Committee on Agriculture the Organisation begins its two-day meeting next Tues-day in Geneva uppermost in its thoughts will certainly be the first ministerial meeting of WTO in December and the recommendations it must

The committee reviews rogress in implementing the agreement on agriculture made in the Uruguay round of the Gatt, which brought agriculture into world trade rules for the first time.

Most husiness this month concerns member states' notifications ebout the commitments they make that show their compliance with the agreement. There are 100 notifications on the table and about 20 have been questioned by other members. These focus largely on tariff quotas, which allow reduced rates for certain quantities, and a couple on export subsidies. The questions tend to come from the major players - the Catrus group of food exporting countries, including Australia and Argentina, the European Union and the US and cover three areas. One is market access, tariffs and tariff quotas. The current

session will look at the results in 1995. Another concern is levels of domestic support. Most. member states have a maximum level allowed, but as they cover the whole agricultural sector there is e lot of flexibility. Many policies are support limits as they fall into a "green box". These includes funding for research, quarantine, pest and disease control, infrastructure, domestic food aid and stockholding for food security purposes. Also included are direct decoupled payments to farm-

MEAT AND LIVESTOCK

66.375 -0.100 66.400 68.150 64.375 -0.150 64.576 64.250

ILIVE HOQS CME (40,000bs; cents/be)

76.525 +0.575 76.575 75.850 73.550 +0.600 73.550 72.750 77.975 +0.300 78.050 78.000

I LIVE CATTLE CME (40,000lbs; carte/lbs

72.825 -0.175 73.100 72.550 5,578 30,771

56,450 +0.775 56,675 55,500 3,571 14,930

B7.625 -0.350 67.950 67.525 4.750 32.1

ers, which are separated from production decisions. Developing country members have additional exemptions, mainly covering investment, such as eubsidised credit, and input subsidies, mostly for fertiliser and

A set of "blue box" measures are also exempt from the reduction targets. These were agreed between the US and the EU et Blair House and cover direct payment under production limiting programmes, such as set aside and US deficiency pay-

All these different exemptions are one reason why for many countries the agreement on agriculture "leaves much to be desired", as WTO director General Ranato Ruggiero put it in a speech earlier this month in Argen-

7 TO members who introduce en www.exempt measure must notify WTO about it immediately - as the US has with the letest Farm Bill. This mandatory reporting offers e structured way for exchange of information and the committee provides an opportunity for peer group pressure to affect agricultural policy, WTO officials believe

Export subsidies are the final area for notification. New ones are prohibited for most members and existing subsidies, such as those widely used in the EU, are scheduled to be reduced over the next six years.

Committee members are free to bring up any points that concern them about others' trade policies, with the member challenged having to explain its position and how its policy fits in with WTO rules.

agreement on the least developed, net food-importing countries taken when ministers signed the Uruguay Round final ect in Marrakesh in April 1994. Of the 48 LDCs recognised by the UN, 24 are WTO members. in addition there are 15 self-declared net food-importing developing countries who are also beneficiaries of the decision. Two more want to join the list.

Another issue is ensuring the availability of adequate supplies of basic foodstuffs on reasonable terms and conditions, with the developed countries having agreed to focus their aid to LDCs on increasing their egricultural productivity. The decision also called for donors to provide food aid as grants not loans and for the World Bank and IMF to have edequate short-term facilities for financing cereal purchases for countries in difficulty. The review of these areas is expected to take up most of the November meeting and produce recommendations for the ministers in

Singapore. The permanent representatives of WTO member governments in Geneva form the committee on agriculture but they draw in specialists when queries have to be dealt with. The committee meets in closed eession in March, September and November, and in open session after six months.

It is just one of over two dozen committees monitoring the many agreements that make up the Uruguay Round. Others affecting agri-culture include the Committee on Sanitary and Phytosanitary measures, which monitors measure to protect human, animal and plant health, the Council on Trade Related Intellectual Prop-A major issue is the decierty, which deals with deal maintenance multipating the possiironment.

Direct To

(F.E.

Report dismisses silver stock 'guestimates'

By Richard Mooney

World private sector silver stocks stand at present at somewhere between 780.3m end 1.083bn troy ounces, according to CPM, a New York-based preclous metals and commodities and consultancy. The figure includes bullion and coin stocks but excludes metal beld by governments.

In a epecial report contained within the company's ounces, 2.5hn ounces, or report says, "you have to silver review for the third more silver lying around the accept the proposition that

that it "summarily disputes and discards the extreme 'guestimates' circulated by groups trying to push silver prices higher or lower". CPM describes the question of how much silver

exists in unreported stocks around the world as "the single most important issue concerning the outlook for silver prices"

"You can ignore anyone who talks about 1,5bn

Christian, discussing the results of the company's latest studies this week. "What they are saying has no rele-vance to the silver market, and the fact that they are saying it indicates they really do not understand the parameters of market-avail-

"If you eccept, for the sake of argument, the proposition that such stocks exist," the

able silver stocks."

ing director Mr Jeffrey M. 1978-80, when silver prices rose 900 per cent, and that they have been there ever

> metal, the existence of which is unsubstantiated and unprovable, has nothing to do with the market." The report notes that a

"The fact is that this

substantial proportion of the unreported silver stocks is believed to be held in the vaults of Wilmington Trust Company in Delaware. "Wilmington Trust has been quarter of 1996, CPM claims market," said CPM manage they elready existed in approved as a licensed

the amounts of silver it has in its vaults that are eligible and suitable for Comex Silver, Third Quarter 1996: Available for US\$150 from CPM Group, 30 Broad Street,

ity Exchange] silver deposi-

tor, effective January 1.

1997," its says. "In advance of this date, Wilmington

Trust will begin reporting

37th Floor, New York, NY 10004. Tel. 212 785 8320; Fax

Copper prices rise strongly, aluminium also firmer

COPPER prices rose strongly on the London Metal Exchange yesterday, boosted

COMMODITIES PRICES

LONDON METAL EXCHANGE

1418-18

(Prices from Amalgemated Metal Trading) ALUMINIUM, 99.7 PURITY (\$ per torme)

BASE METALS

short-covering in subdued

The three months delivery price finished after hours \$1,950. "The market was ALUMINIUM prices rose "kerb" trading at \$1,925 e short last week so we have with copper, the three

Traders were looking for the next upside target at said one.

had some covering today months position gaining and we have also seen some more short term gains, with trade buying coming in,"

\$13.50 to \$1,433 a tonne. "The aluminium market was well oversold and due for a bounce," said a trader. Compiled from Reuters

SOFTS

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Previous High/low AM Official 1382.5-83.5 1392 1391.6-2.0 Kerb close M ALUMINIUM ALLOY (\$ per to 1210-15 High-low AM Official 1205-10 Total daily turnover 1,164 ■ LEAD (S per torine Highilow AM Official 780-1 Korb close Open int. Total daily tumover MICKEL (S per torine) 7435-40 7425-35 7310-20 High/low AM Official North close Open int. Total daily turnover TRN (5 per tonne 6130-40 6105-10 6150/6100 High-low AM Official Kerb close Open int 1036.5-7.0 1041/1026 1003-3.5 ■ COPPER, grade A IS per tonne! 1909.5-11.5 1909.5-10.5 1878-81 1876-79 1913/1909 1925/1895 1911-2 1910-11 Open int. Total daily turnover LME AM Official \$/8 rate: 1.5691 LME Closing \$/\$ rate: 1.5615

90.80 +2.00 91.00 89.00 645 80.25 +1.80 90.80 88.50 207 90.05 +1.85 88.90 89.90 27 \$ 1,071 2 832 1,864 56,052 89 25 +1.65 89 10 89.10 PRECIOUS METALS III LONDON BULLION MARKET viups 2 sorry (zo vori)biol

382 90 245.496 476.825 383.00 245.230 475.285 383 40-383 80 3 months .4.04 9/10y oz. 323.65 327.75 504.80 510.70 331,90 340 50 517.30 530.85 £ equity. 247-249

Precious Metals continued GRAINS AND OIL SEEDS ■ GOLD COMEX (100 Tray az.; \$/tray az.) - 383.1 383.1 1 1 Sep - 383.6 382.7 563 8,454 Nov +0.2 387.0 385.5 12 803 1 804 388.4 2,300 13,026 390.7 502 8,023 394.3 28 11,123 +0.4 394.3 394.3 PLATINUM NYMEX (50 Troy oz.; S/troy oz.) 392.5 +1.6 393.4 390.5 5,612 13,696 394.4 +1.7 395.0 392.5 4,754 8,705 396.9 +1.7 396.0 395.6 118 5,670 399.9 +1.7 396.5 396.5 61 403.4 +1.7 - 2 2 23 PALLADRUM NYMEX (100 Troy oz.; S/troy oz.) 37 153 18 10 **ENERGY** ■ CRUDE OSL NYMEX (1,000 barrels. \$/barrel) 23.75 +0.44 23.90 23.21 42.175 41.538 23.37 +0.48 23.47 22.86 33.167 72.904 22.87 +0.47 22.92 22.46 13.510 59.575 22.29 +0.46 22.33 21.88 8,167 86,943 21.73 +0.43 21.73 21.44 2.287 25.078 21.20 21.00 2.285 16.999 E CRUDE OIL IPE (\$/berre! 22.32 21.99 13,777 65,477 21.71 21.45 8,810 38,056 21.13 20.90 2,642 21,920 20.52 20.32 677 10,697 18.97 19.80 1,023 9,631 18.17 19.17 10 4,711 HEATING OIL HYMEX (42,000 US gails; c/US gails.) 64.00 63.20 763 9,168 60.00 60.45 221 4,699 39,508 139,077 211.00 +3.50 211.00 209.26 204.75 +2.75 205.50 203.50 3,913 16,982 198.75 +2.25 199.25 197.75 4,066 10,219 161.25 +1.75 191.75 190.75 50 1.983 183.75 +1.25 184.50 183.00 16 3,537 18,462 \$1,002 M NATURAL GAS HYMEX (10,000 number, \$/1000kg) 1.620 -0.014 1.640 1.686 18,715 28,413 2.145 -0.006 2.155 2.105 8,567 25,218 2,350 +0.010 2,535 2,295 3,893 18,560 2,360 +0.010 2,365 2,320 2,204 14,466 2,290 +0.010 2,290 2,265 802 8,922 2,175 +0.015 2,175 2,150 558 5,865

83.10 +0.36 83.65 82.40 13.863 24.365 62.45 +0.52 62.95 61.80 5.712 18.430 81.80 +0.52 62.95 61.80 5.712 18.430 61.75 +0.59 81.25 60.65 601 6,104 60.25 +0.59 60.59 60.35 174 1.861

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Nuts and Seeds Prices from Kenkico Group; US\$ a tonne, kanian pistachica 28/30 raw (in sheli) netu-rally operad fround); 1986 crop astimated FOT MEP for October/November sharment. US almonds (shelled): 22/25 NPSSR 5,600 FAS California, shorment September-October. US walnuts: U-IP 20%; 5,500; In-shell 2,205 - both FAS California, October shipment. Turkish hazelnuts, standard No. 1, 3,100 FOB. Second hand market, 1985 crop at 3,500-3,900 ex-door Germany, Indian cashews raw. W-320, 5,600 FOB India. Turkish apricots No. 1,3,000 FOB India. Turkish short is short indiana.

1354 5,176 31,490 1390 796 17,268 1410 156 8,218 1426 6 6,014 1440 80 5,500 1415 1426 1440 ■ COCOA (ICCO) (SDR's/tonne) III PORK BELLIES CME (40,000lbs: cents/lbs) 1810 1545 1491 1458 1445 1590 1518 2,523 12,870 1464 355 5,857 1430 208 3,369 1435 55 923 COFFEE 'C' CSCE (37,500lbs; cents/lbs) 109.20 -3.00 112.20 108.20 114 +4.3 346.3 335.0 -8.2 327.9 328.5 -4.4 327.5 327.0 -4.5 328.5 328.0 -2.5 332.8 328.2 ■ SUGAR '11' CSCE (112,000lbs; cents/lbs) 11.40 -0.03 11.50 17.3978.583 35.253 11.30 +0.02 11.33 11.2820,103 64,503 11.21 +0.04 11.22 11.18 8,300 21,065 10.97 +0.04 10.99 10.95 2,182 4,341 10.95 +0.03 10.50 10.65 1,182 9,867 10.77 +0.05 10.79 10.79 411 1,678 M COTTON NYCE (50,000lbs; cents/lbs) 73.45 +0.57 73.50 72.60 806 3,839 74.45 +0.40 74.60 73.70 5.508 28.710 74.45 +0.40 74.60 73.70 5.508 25.710 75.83 +0.37 75.65 74.93 579 8.887 76.24 +0.27 76.40 75.55 343 6.681 76.85 +0.22 77.00 76.43 135 4.714 ORANGE JUICE NYCE (15,000lbs; cents/lbs) 118 2476 107.78 -2.05 110.25 107.40

Open Interest and Volume data shown for contracts traded on COMEX, NYMEX, CET, NYCE, CME, CSCE and IPE Coude Oil are INDICES REUTERS (Bess: 18/9/31=100) Sep 10 Sep 17 month ago year ago 1913.8 1908.5 1940.8 2110.2 CRB Futures (Base: 1987=100) Sep 17 Sep 16 month ago 244.40 244.15 C3CI Spot (Sase: 1970::100)

LONDON TRADED OPTIONS 117 83 55 70 LONDON SPOT MARKETS Brent Blend (dated) Brent Blend (Nov) +0.55 \$22,27-2.30 M OIL PRODUCTS INVESTIGATE DELIVERY OF (I \$113-115 (0171) 559 8792 E OTHER

Gold (per troy oz)\$
Silver (per troy oz)\$
Platinum (per troy oz.)
Palladium (per troy oz.) \$383.30 \$120.50 Copper Lead (US prod.) Cattle (live weight) Sheep (live weight) 95.34p 117.93p 108.02p +1.50° -4.32° Pigs (live weight); Lon. day sugar (raw) \$288.60 \$334.00 -3.00 Unq Wheat (US Dark North) 88.25p 88.25p 328.0v Coconut Oil (Philis)
Paint Oil (Malay 15)
Copra (Philis)
Soyabeane (US)
Cottan Outbook'A' Index -5.0

4 Climbed like a fish, superfis One at threshold room for improvement (?) 9 Watch old hoy ettend to customers (7)

11 Botterfly embarrassed a naval officer (3,7) 12 Goddess of the rain (4) 13 Leader of Sherpas on mountain top, say (5)
14 How to follow teams in e subordinate exhibition (8)

16 Worried – by sign of courage of Crane, Stephen? (8)

18 Abandon holidays? (5) 20 Mark or Cliff (4)

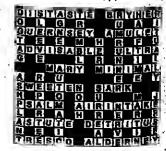
21 Scullery maid recalled in play (10) 23 What's left of s miners' union (7) 24 Constant designer, pleasantly pungent (7) Cover point with former

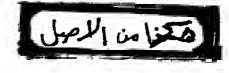
premier (6)
26 Forestry centre goes after new sort of palm trees (6) DOWN Unattached spinster's beginning to go into town in Cornwall (5) Reconstituting s scarce Keats, fashionable

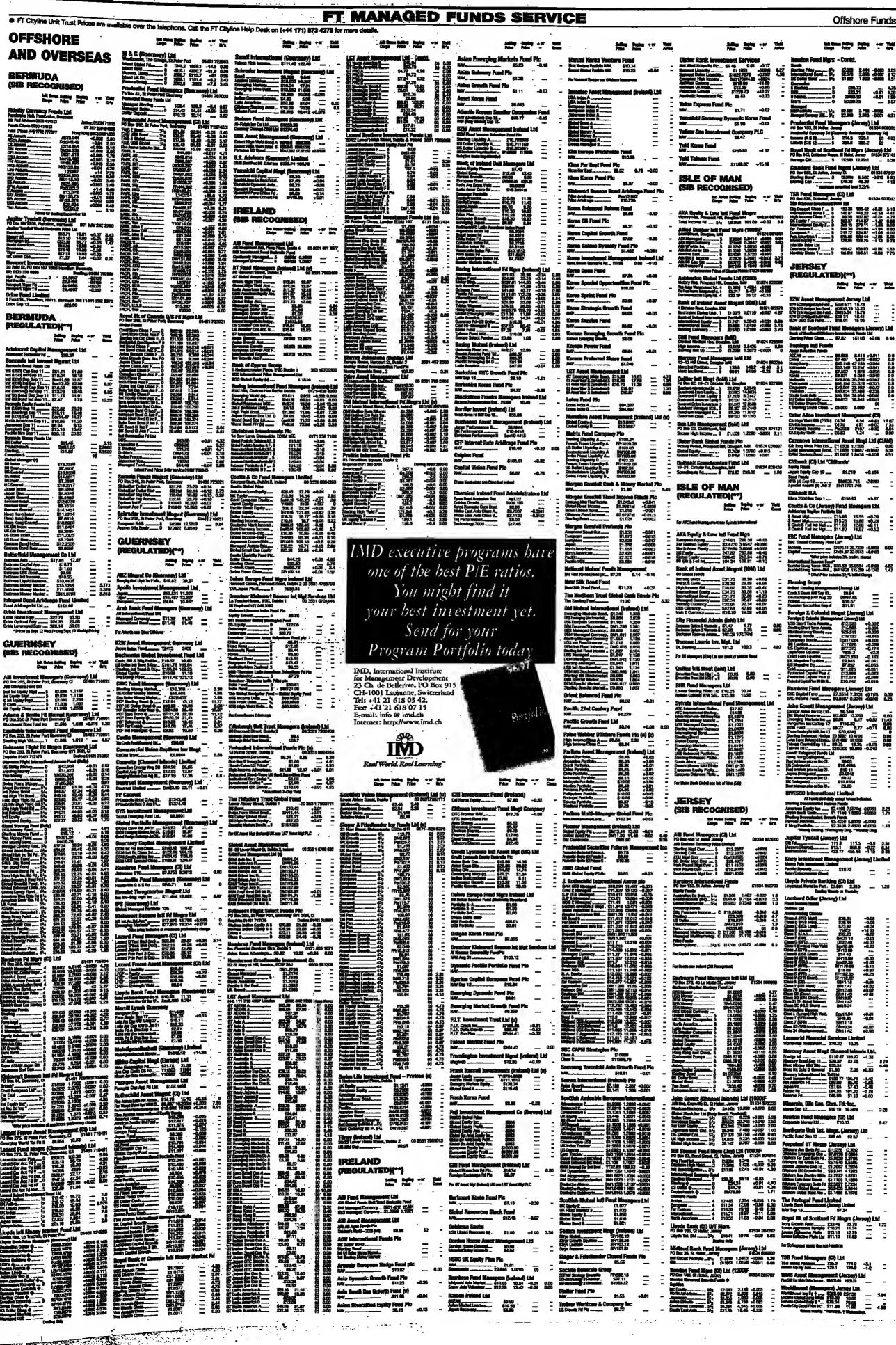
5 Intriguing party held by California graduate (5) Shelter Dracula's he he's representing bloodsuckers (7) Port only follows fish (5.4) 10 Quiet inhabitant gets top post (9) 13 Those seeking rare chass

moves (9) 15 Self-indulgent life of fool upset by musical (5.4) 17 Refuse to reveal how old clothes are (7)
19 Gold without sex, aluminium without sex (7) 21 I can't possibly stop talking

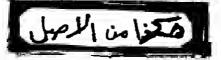
22 Los Angeles has three quarters with narrow streets (5) Solution 9,176



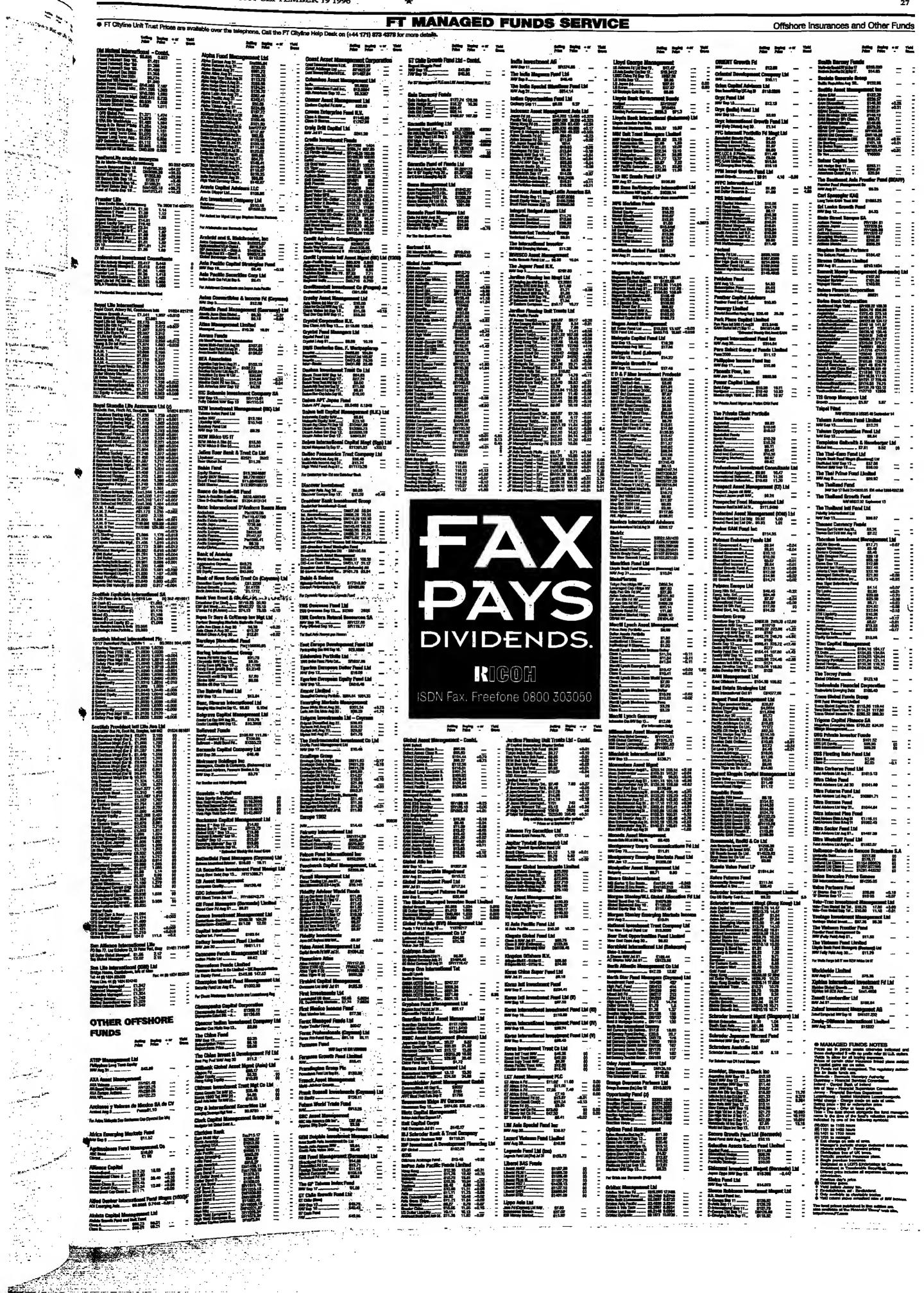




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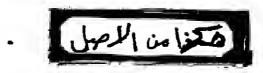
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THURSDAY SEPTEMBER 19 1996 FINANCIAL TIMES LONDON SHARE SERVICE 一年の記録には 12/13/18/17/11 8 43 T The state of the s を表すが、1975年にある。 1986年において、1988年には、1988年の1 PROPERTY PROPERTY OF THE PROPE のでは、 のでは おから 大学 こうかん THE REPORT OF THE PARTY OF THE 128 200 31 18 25 31 31 31 31 31 Pare Take *** ** BANKS, RETAIL は、こうないのでは、「日本の代表の名称の名詞との言葉では、日本の代表の表示をはない。」の代表のでは、「日本の代表の表示となった。」のでは、「日本の代表の表示という。」というでは、「日本の代表の表示という。」というでは、「日本の代表の表示という。」というでは、「日本の代表の表示という。」というでは、「日本の代表の表示という。」というでは、「日本の代表の表示という。」というでは、「日本の代表の表示という」というでは、「日本の代表の表示という」というでは、「日本の代表の表示という」というでは、「日本の代表の表示という」というでは、「日本の代表の表示というでは、「日本の代表の表示という」というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示というでは、「日本の代表の表示をいうでは、「日本の代表示というでは、「日本の表示をは、「日本の表 7.5 729.6 159 2A 185.2 7.4 25 107.4 10.4 17 大田は地ではいることのであるからのである SERVICE TO SERVICE SERVICES Control of Line and Line of the Line of th 例如是不是对他还有自己,他也是我所有一种的"不是是我的一种是我们的一种,我们的是不是是我们的,我们也是是这种的,我们也是我们的,我们就是我们的一种,我们就是我们 85 770 770 671 经强制 33 TSS 155 CA STATE OF THE PROPERTY OF TH MR (2014年 1917年 **ままりを作りなりません。** TABLE TO SERVICE THE PROPERTY OF THE PROPERTY 85 4172 0.4 FOOD PRODUCERS 1.A 504.A 7.S **海の大型に対対の対象をよった日のまたはいま** SEPHEND NEW YORK TO SEPHEND THE PROPERTY OF TH OS 127.5 14.5 IIIII THE THE PROPERTY OF THE HILLIAH IN THE INTERPRETATION 03 NO 122 14 1143 125 DIVERSITIES BRUSTIALS

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FINANCIAL TIMES THURSDAY SEPTEMBER 19 1996 MY TRUSTS SPLIT CAPITAL - Cont.

LONDON STOCK EXCHANGE

Interest rate concerns hamper UK stocks

MARKET REPORT By Steve Thompson,

UK Stock Market Editor

Any lingering bopes that the FT-SE 100 would pick itself up and make a dash for the 4,000 level before the end of the week were disappointed yesterday as convincing evidence emerged of a growing consumer-led UK

recovery. The news that retail sales had risen by 1 per cent during August surprised the stock market, which was looking for an increase much closer to 0.4 per

That news was made worse by

the release of the minutes of the end-July monetary meeting between Mr Eddie George, governor of the Bank of England, and Mr Kenneth Clarke, chancellor of the exchequer.

The minutes revealed that the governor favoured an increase in base rates to 6 per cent from the current 5.75 per cent.
At the end of the day, the

FT-SE 100 settled 16.6 off at 3.955.7 and the FT-SE Mid 16.4 to Coming in the wake of a poor

performance hy US Treasury bonds, which dropped hy around a full point overnight, gilts were always struggling yesterday. The US news followed reports

US interest rates after next Tuesday's meeting.

With the London market therefore bracing itself for potential had news on rates in both the US and UK, sentiment in equities was always under pressure.

Matters were made even worse by a growing suspicion around the trading desks that Friday's big expiry of derivatives across global markets, but especially in London which sees the expiry of the FT-SE 100 and 250 futures and index options, might produce a big sell-off in the stock

market. There was widespread specula-

that two thirds of Fed districts tion that Friday will see the favoured a 50 basis point rise in unwinding of a large number of over-the-counter, or individually tailored, options, written by the big global securities houses.

Never able to get into positive territory, Footsie stumbled at the outset of trading, opening almost 5 points easier. A half-hearted attempt to push on within thirty minutes of the opening quickly ran out of steam.

Thereafter the index remained in no-man's land until the opening of Wall Street which quickly saw the Dow Jones Industrial Average down by more than 20 points. Footsie accordingly took

another timble. It was not all doom and gloom.

The strategy team at Kleinwort Benson hoisted its year-end Footsie forecast from 4,000 to 4,200. Mr Philip Isherwood at Kleinwort said that investors should keep their eyes shut until next week", a reference to the expected turmoil in markets during Friday's hig expiries, and instead focus on the excellent results season and potential for more bid

activity.

"We had expected the FT-SE 100 to get to 4,200 to 4,250 ahead of the election but now we expect it to reach that level before Christmas," Mr Isherwood said. Turnover at 6pm reached 622.9m. Retail activity un Tuesday was valued at £1.84bn.



SE 100 . 3955.7 -16.6 -SE Mid 250 4438.6 -16.4 -SE-A 350 1974.6 -8.1 -SE-A All-Share 1850.79 -7.43 -SE-A All-Share yield 3.77 3.75	FT Ordinary Index 2838.4 FT-SE-A Non Fins p/e 18.13 FT-SE 100 Fut Sep 3864.0 10 yr Gilt yield 7.81 Long gilt/equity yid ratio 2,16 Worst performing sector 1 Extractive Inds	1,5 =1,4 1,1
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FUTURES AND OPTIONS

BAA up on CAA hopes

By Joel Kibazo and Lisa Wood

A late run in UK airports group BAA saw the shares rise 8': to 492'4p in husy

trade of 3.7m. Dealers were initially puzzled by the strong move against the weak market trend but close observers of the stock later attributed the demand to hopes that the Civil Aviation Authority will next month confirm the pricing formula for BAA it pro-

posed in July.
One analyst said: "Next month should see the ending of the consultation period on the pricing formula and frankly the best option for BAA is for the CAA to confirm the formula it has already proposed. We know affected Rank Organisation, things could have been worse, so confirmation will clear the air and allow the company to move ahead."

Lloyds TSB dips

group Lloyds TSB rose to 14m, making it one of the day's most actively traded stocks, after two large buyers moved to raise their holdings in the issue.

A single buyer was responsible for an early morning trade of 3.5m, which was executed at 400p, while

in the market following a well-received presentation at Merrill Lynch.

Much of the day's selling was done by a variety of bolders and by the end of the session they had gained the upper hand, leaving the shares 21/2 lighter at 397p. Tha rest of the sector fol-

lowed the market lowar despite talk of various switches being carried out across the individual stocks. Barclays eased a penny to 948%p, while HSBC surrendered 81/2 to 1185p. National Westminster eased 2% to 683%p. Recent selling in Abbey National appeared to have dried up, which helped the shares buck the market trend. The shares moved 3 ahead to 621p.

Bass retreat

Bass fell 11/2 to 792p after a trading update in which positive news about brewing and pubs was offset by talk of a downturn in admissions at its bingo halls. The latter which softened 11 to 451%p. Mr Paul Slattery of Klein-wort Benson said he considered the reaction to be slightly knee-jerk since the

weaker operating profit from Turnover in banking the two companies' bingo divisions. Guinness fell 111/2 4621/sp, making the stock the eecond-worst performer in the FT-SE 100, following reports from LVMH in France that alcohol sales could be adversely affected

stock already reflected a

by the French budget. In the rest of the sector, group P&O, which reported figures earlier this week, bardened another 11/2 to 595p. Volume was 2.4m.

Kleinwort Benson was said to be a fan and advised clients to buy the shares. However, the team at NatWest Securities remains more cautious and said: "Even though P&O's interim results were ahead of expectations, there is still evidence of pressures being faced in certain key

business areas." The broker suggested areas, such as the container business, will come undar pressure in the second half of the year, before the recently announced Nedlloyd merger starts operat-

Strong profit-taking in Tibbett and Britten followed the release of interim figures that were just in line with market expectations. The shares tumbled 31 to 632%p.

The retreat in Tibbett and Britten also hit Transport Development Group where the shares eased 4 to 187%p. Metals and mining group RTZ fell 14%p to 936p, with the slida attributed to the heavy overnight falls of mining stocks on the Australian stock exchange. Sentiment was further weakened by news that analysts at SBC Warburg had lowered their earnings forecasts for the group, to reflect lower cop-

per and aluminium prices. There was profit-taking in Next, which fell 26% to 573%p despite better-thanexpected interim profits which satisfied analysts sufficiently for a number of upgrades to be made. Panmure Gordon, for example, increased its full-year forecast to £155m from £148m. However, Mark Josephson at Panmure questioned whether the stock's premium to

FINANCIAL TIMES EQUITY INDICES

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Total Falls	787	Total Lows 4	6 Calls	21,935
Same	1,472		Puts	21,988

the market was too great. Several other retailing stocks tumbled after profit-taking including Kingfisher, which fell 14 to 654%p and Dixons, which softened 131/4 to 552½p. One analyst said these were among the stocks which would he most affected by interest rate

Thorn added 91/4 to 3781/sp. with NatWest Securities featuring its income attrac-

Pearson added 111/2 to 683%p, attributed to an overhang of stock in the market. There was some chatter that Mr Kerry Packer, the Australian businessman, may be casting on eye over the stock but one analyst said it was idle talk.

Among utility stocks, turnover in National Power rose to 10m as the shares hardened 3 to 396%p after the company said overseas earnings should help underpin the group's plan of maintaining real dividend growth. PowerGen was wanted and the shares advanced 8 to 506p in trade of 3.9m.

Bryant, the housebuilder. took second place in the FT-SE Mid 250 performance table, closing 61/4 firmer at 133p after a confident statement on second-half prospects accompanying the interim results.

Yorkshire Tyne Tees TV 7% to 1157%p after announced it had warrants in the anada added 5 to

as a two-way way sda, with a large the market responthe shares hardenin trading of 20m.

has been volatile since Tesco'a new price initiative, with Asda seen by some analysts as the major potential victim. Tesco has for some time been taking market share from J Sainsbury.

BZW, in a note on food retailers, said it had turned seller on Asda and reiterated its positive long term stance on Tesco and Safeway. It believed the key factor in Asda's success had heen price and Tesco, which is becoming more aggressive in that quarter, will better satisfy customers' requirements for quality and product

Meanwhile J Sainsbury continued to take a pounding, falling 2 to 367%p. Tesco

FT-SE 100 PADEX FUTURES (LIFFE) 526 per tull index point Sett price Change High -16.0 -15.5 3981.0 4007.0 3990.0 4000.0 -14.5 E FT-SE MED 250 INDEX FUTURES (LIFFE) 216 per full index point 4445.0 4480.0 -4.0 4445.0 4480.0 +1.0 M FT-SE 100 INDEX OPTION (LIFFE) (13853) 210 per full index point 20 7 53 39 83 57¹2 113 77 3850 CPC P CP CP CP 132 132 157 23 1531 272 115 391 11852 45 1472 531 7 237 1402 Sep 165 1 115 Oct 173 9 128 Nov 196 19 1533-Dec 2253-2 34 1463-Junt 3003-2 107 Colle 5,407 Pum 5,843 E EURO STYLE FT-SE 100 INDEX OPTION (LIFFE) £10 per full index point

TRADING VOLUME

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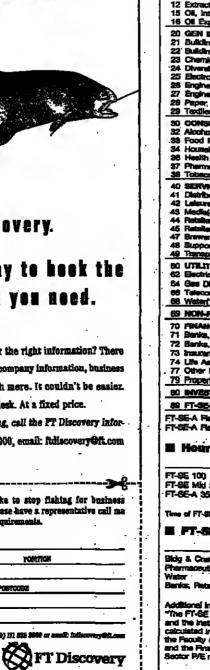
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Mid 250 Mid 250 ex Inv Trusts	4433.6	-0.4 4450.0 -0.4 4484.1					1.51	24.07 1		
A 350	4467.1 1974.6	-0.4 4484.1 -0.4 1982.7					1.54	23.02 1		
A \$50 Higher Yield	1886.7	-0.4 1893.5			8 1773.9 1 1757.0		1.95	16.75		
A 850 Lower Yield	2009.7	-0.4 2079.1					1.84 2.14	13.37		
SmellCap	2186.99	-0.1 2188.08						21.73		
SmallCap ax Inv Trusts	2188.39						1.59	25.81		
A ALL-SHARE	1950.79	-0.4 1958.22			6 1964.36		1.67	23.15		
		-UA 1800.22	1301,01	1836.7	6 1733.46	5.77	1.93	17.21	24.08	101174
-SE Actuaries A		av's			Von	Div.	Nec	D/F ~	4	Total
		agys 1ge%i Sep 17	Sen 19	Sep 1	e ago		Not .	P/E X		Total Betum
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NERAL EXTRACTION(24)	3750.48	-0.5 3768.65					1.68	20.74		
tractive industries(6)	4095.38	-1.5 4159.17	4196.26	4178.8	5 4145.16	3.97	2.66	11.83 1		
, Integrated(3)	8579.33	-0.8 3892,72					1.45	22.40 1		
Exploration & Prod(15)	2734,60	-0.1 2738,38	2745.11	2782,8	2030.53	1.92	1.68	38.76	16.33	1647.8;
N INDUSTRIALS(274)	2102.85	-0.4 2110.37	2115.71	2116.0	1 2016.00	3.99	1.76	17,79 6	34.12	164.6
Acting & Construction(34)	1197.83	1197.16	1193.68	1187.9	7 924,88	3.47	1.60	22.53 2		
iking Metis & Merche(29)	1978.05	-0.8 1993.25					1.68	19.16		
emicels(25)	2511.55	2510.58	2485,51	2491.5	1 2487.72	4.03	1.52	20.33		
versified industriels(16)	1609.27	+0.1 1607.43				5.72	1.62	13.50 7		
schonic & Sect Equip(36)	2417.89	-1.1 2443.85	2440.09	2422.8	3 22 10.05	3.28	1.47	25.93	58.76	272.2
gineering(71)	2597.53	-0.3 2604.36	2009.04	2601.8	3 2206.88	3.10	2.44	16.36	59.70	1583.43
gineering, Vehiclee(14)	3143.78	-0.6 3164.02						21.32 9	26.10	1655.8
per, Poky & Printing(26)	2061.37	-0.6 2678.46						17.72 8		
xtiles & Apparei(19)	1227.46	-0.2 1229.97					1,28	16.78 4	7.35	780.85
NSUMER GOODS(81)	3712.99 .	-0.6 3736.13					1,94	16.82 1	21.16	394.46
coholic Beverages(8)	2835.90	-1.1 2866.76					1.62	17.35 9	1.68	036.90
od Producers(24)	2598.21	-0.4 2008.37				4.04	1.86	15.67 7	76.14 1	186.80
usehold Goods(15)	2692.10	2692.46	2005.88	2703.0	4 2633.58	3.78	2.25 ·	14.70 €		
eith Care(20)	2057.94	+0.3 2051.40	2080.93	2056.4	1 1946.35	2.67	2.16	21.50 2	18.89	259.57
ermaceuticals(13)	5593,71	-0.7 5632.67	5553.07	5612.3	7 4314.10	3.02	2.06	20.16 1	62.93	929.72
becco(1)	3896.61	-0.5 3017.78					2.08	9.042	52.07°	003.44
FFVICE3(252)	2584.10	-0.3 2502.41	2601.85	2804.8	5 2208.33	. 2.86	1.96	22.31 6	34.74	350.P
stributors(31)	2925.91	-0.5 2941.38	2940,76	2020.7	2 2796.07	3.01		23.92		
Sure & Hotele(24)	3220.37	-0.4 3232.37	3229.95	3223.2	1 2519.17	2.72		22.42 1		
odfa(45)	4398.05	+0.1 4393.58				2.07	2.04	29,47 8	5.00	607.20
taliers, Food(14)	1923.94	1923.55	1909,44	1982.10	6 2188.73	4.01 .	2.36	13.20 5	6.07	239.17
tailers, General(44)	2158.51	-1.4 2183.19	2192.73	2201.2	1 1805.64	2.99	2.07	20.16 6	2.63 1	245.56
ewerles, Pubs & Rest.(25)	3091.92	-0.5 3108.14	3725.35	31 18.5	e 2006.25	3.30	1,98	19.10 €	7.77 1	499.02
pport Services(49) sreport(22)	2564,97 2499.17	+0.5 2553,38	2400 00	2000.10	0 1860.48	1.91	2.30	28,42 3	6.80 1	640.10
		+0.4 2490,30					1.09	30.22 6	<u> 14.90 1</u>	056.25
FILTHES(32)	2330.36	-0.1 2332.65	2335.24	2341.9	9 2608.35			12.61 1		
ectricity(11)	2376.77	+0.5 2364.29	2372.60	2370.2	B 2819.41	6.83	2.40	7.83 4	29.17 1	287.01
B Distribution(2)	1352.85	-0.7 1381.71						16.93 6	6.67	709.55
lecommunications(6)	1993.51	-0.4 2001.41						20.16 5		
ster(11)	2216.22	+0.3 2208.79					231.	8.70 9	4.85	253.42
ON-FINANCIALS(003)	2063.00	-0.4 2080,90	2064.78	2082.8	4 1875.36	3.75	1.84	18.13 6	_	_
NANCIALS(104)	9190.15	-0.4 3202.99								_
inia, Retali(8)	4507.45	-0.4 4618.03	ABIA PA	4580 P	1 9000 70	4.15		12.67 1		
nks, Merchant(0)	3751.96				3 3633.36 3 3656. 06		271	11.71 17	/4.00 1	638.30
Rumanoe(22)	1468.36	-0.9 1481 10	1454 00	1474 -	2 1970 T	£/4	2.80	16.25 7	7.31 1	201.77
e Assurance(7)	3558.22	-0.9 1481.19 -0.1 3561.47	3572 15	9570 A	9 10/U./Q	4.99	٠	951 8	U.17 1	122.46
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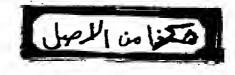
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If the business decisions are yours, the computer system should be ours

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Dow weakens on interest rate jitters

Profit-tekiog and interest rate concerns sent US shares modestly lower in midsessioo tradlog oo WALL STREET as investors awaited the outcome of Tuesday's meeting of the Federal Reserve's Open Market Committee, writes Lisa

At 1 pm the Dow Jones Industrial Average was off 15.91 at 5.872.92 and the Standard & Poor's 500 bad lost

The Americao Stock Exchange composite fell 0.64 at 566.52. NYSE volume was 219m sbares.

Shares remained jittery about next week's FOMC meeting, especially io the wake of last Tuesday's reports that a majority of nds of the Fed's regional branches favoured ao increase in the discount rate. Those concerns rattled the bond market on Tuesday, but had little effect oo share

Also troubling to the market were figures showing a large jump in the US trade deficit. due mostly to a decline in exports. That data suggested that export sales at US companies might be takeover bids from two rival

lower than previously real estate trusts and altered thought.

The technology-rich Nasdaq composite was nearly flat, with a gain of 0.01 et \$% et \$23%. 1,203.32 as gains in some of tioo issoes offset losses among smaller, more volatile companies.

Microsoft, the largest company on the Nasdaq added \$1% at \$135% and Oracle was \$1 stronger at \$42%, while Netscape Communications lost \$4% at \$41% and US Robotics shed \$1% at \$66.

Elsewhere. Tambrand gained \$21/2 or 6 per cent et \$44% after appounding that it planned a streamlining that would lead to the closing of four of its worldwide productioo

TWA fell another \$1/2 after its loss of \$1% on Tuesday bringing its shares to \$10%. Early yesterday the carrier announced that the crash of flight 800, rising fuel prices and several other factors would cause third quarter results to be below those posted in the same period last year.

Chateau Properties lost \$1% or 5 per cent at \$25% on news that it bed rejected

the terms of e proposed acquisition by ROC Communities. Shares in ROC slipped

TORONTO moved narthe index's larger capitalisa- rowly in moderate trading volumes. Dealers said very few leads came out of Wall Street during the morning session and at noon the TSE composite index was 1.90 ahead at 5.270.38.

SOUTH AFRICA

After two days of gains, ont of steam with both industriel and mining stocks moving lower in thin

Pushed lower by modest profit-taking, the overall dex came off 36 to 6,911.1. Industrials shed 56.5 to 8,155.2 and the golds index dipped 20-2 to 1,756.3. Dealers said e day of con-

solidation was not surprising since the market bad been "running ahead of itself" after the expiry of the lead index future on Monday. There had also been renewed worries about bullion prices and the fresb speculation over US interest rates was said to have been

son group.
Michelin ran into profit-

re price and ladax rebar

Budget details and the currency markets kept French traders pinned down yesterday and PARIS traded narrowly in dull volume in spite of a number of strong individual performances.

Both Alcatel Alsthom and Pernod Ricard shot forward, with the former up almost 3 per cent. But it was not enough to deflect the overall downtrend, and at the close the CAC-40 was off 8.13 at 2.072.73.

Alcatsl Alsthom, which has fallen more than 6 per cent over the past month jumped FFr11 to FFr386.4 after the company said that it would aim for an alliance with an Asian partner, if its offer for the Thomson group

Alcatel is competing with Lagadere for the heavily indebted Thomson. Joint venture links are seen as one clear way of mitigating the financial burden of any takeover. Lagadere eased FFr2.20 to FFr119.5.

Thomson-CSF shares were up FFr2.90 at FFr154.4, as ders speculated on the level et which minority shareholders were to be bought ont following any successful bid for the Thom-

taking after its rscent, results-driven rally. Ths shares ended off FFr7.9 at FFr257.3. Pernod Ricard rose

CAG 40 of the year.

FFr4.0 to FFr294.0 after bud get alcohol duty increases came in as expected.

ZURICH gave a warm welcome to SBC's plans to restructure Its Swiss business and for a radical change in its provisioning method which, analysts said, would considerably reduce the bank's long-term earnings

The shares rose SFr4.75 to SFr241.50. Other banks were weak early in the day on switching into SBC. By the close, however, they had overcome the weakness on the view that they would be likely to take similar measures. UBS rose SFr16 to SFr1.160 and CS Holding was SFr1 higher at SFr123.75.

The broad market was flat with the SMI index 0.1 higher at 8,690.1. Nestlé continued its week-

by banks and overseas inves-

uled to be included into the

Nikkei 225 average next

Tuesday and domestic inves-

tors with index-linked

investments as well as bro-

kerage dealers placed buying

In Osaka, the OSE average

SYDNEY closed lower on

base metal price worries. The All Ordinaries ended off

19.3 at 2,235.1, after touching

ahead of Friday's first quar-

a session low of 2,254.4. BHP was beavily traded

fell 87.49 to 21,992.14 in vol-

ume of 120.3m shares.

orders.

long decline, giving up SF15 to SFr1,381 Adecco tumbled SFr11 to SFr337, following Manpower's downward path overnight in New York. The US tamporary employment group lowered its earnings estimates on the beck of weakness in the French economy in the third quarter

Paris enlivened by Alcatel rebound

MILAN was again dominated by Olivetti as the troubled company responded to the bourse watchdog's request for further financial information and as speculation mounted that the chief executive might be replaced et an extraordinary board meeting after the market

The stock was suspended for the first two hours of the session to allow the market to absorb the information provided by the company. spent much of the session suspended for excessive gains. The stock registered a st valid price of L510.7, up

The broad market was weak, further pressured by e corruption inquiry involving the head of state railways, which an investigating magistrate indicated, could widen to involve major political figures. The Comit index fell 5.87 to 597.29.

Against the trend, Gemina rose 1.56.9 to L714.5 on Tuesdsy's announcement that the holding company swung drove the data services to a profit in 1996's first half, group up FM20 to a record

FT-SE Actuaries Share Indices THE EUROPEAN SERIES Open 10.30 11.00 12.00 13.00 14.00 15.00 Close FT-SE Barotrack 100 1695.80 1698.07 1896.48 1696.17 1895.89 1694.49 1690.12 1895.36 FT-SE Eurotrack 200 1764.26 1765.50 1765.32 1764.82 1766.07 1762.47 1762.24 1761.43 Sep 12 Sep 11 Sep 17 Sep 16 Sep 13 7675.88 1685.98 1747.48 1735.18 1700.97 1608 93 17.55.18 (17.55.19 17.55.19 17.55.19 17.55.18 17

with the DAX index dipping 5.23 to an Ibis-indicated 2.621.20 and trading narrowly ahead of tomorrow's futures expiry. Turnover was described as moderate with most traders keeping their books level in the run up to expiry of the DAX September future cootract. Where there were selling pressures, these were said to

have been modest. Motor shares were steady with Daimlsr-Benz making good earlier losses to end up 35 pfennigs et DM83.70. AMSTERDAM traded qui-

etly, with the AEX edging lower in thin volume. It closed off 1.11 at 563.16. Heineken continued to gain ground, rising F1 1.00 to Fl 306. Polygram rose 90

cents to F193 on the back of the recent strong performance by Philips. Nedlloyd fell 80 cents to Fl 44 after e number of brokers turned negative oo the shares.

HELSINKI saw brisk demand for TT Tieto which

and short-covering bolsted

the 100 shares index by 17.66

TAIPEI finished higher

with the weighted index up

20.58 et 6,499.02. Acer was

the most active stock, gain-

stock market debut, rising

by the daily 7 per cent limit

from its flotation price to

HONG KONG closed mod-

estly easier, off the day's lows but just below its

important resistance level of

and bulls struggled to dic-

The Hang Seng index fin-

tate the market's direction.

Acer Sertek made a strong

ing 90 cents to T\$40.1.

T\$37.4.

or 1.3 per cent to 1,379.17.

FRANKFURT moved lower high of FM270 on foreign purchases ettributed to a recommendation last week from Merrill Lynch,

The Hex index fell 14.38 to 2,142.24, with the market unimpressed by the central bank'e 15 basis point easing of its key tender rate to 3.10 per cent.

BRUSSELS featured e star performance by Tractebel, the utility holding company, thet jumped BFr700 to BFr14,800, above ths BFr14,500 offer price from Société Générale de Bel-

SGB, BFr15 higher at BFr2,555, announced late on Tuesday that it had agreed to raise its stake in Tractebel to 65 per cent and to extend the offer to the remaining 35 per cent et a price of BFr14,500 per share. It also offered sharebolders a free put warrant, exercisable at BFr14.500 in three years.

The broad market was flat and the Bel-20 index eased 1.5 to 1,754.65.

Written and edited by Michael

Mexico City reverses decline

Mexico City reversed an early fall as foreign hargain bunters stepped in after Wall Street ahead of the congressional debate on tax moderated its receot gains. The IPC index reforms. The Merval index stood 0.80 higher bargain bunters stepped in after Wall Street picked up 11.03 to 3,364.82 at midsession. further supported by strong demand from

C shares in Grupo Modelo, the brewer, advanced 2.9 per cent to 40.40 pesos after a long-term buy recommendation from the Londoo-based broker, Kleinwort Benson, oo

BUENOS AIRES was flat in hesitant trade et 546.12 by midsession with investors anxlous to assess whether Presideot Carlos Menem would succeed in galvanising Peron-

ist support in				
tinuing Tuesd ries over US index fell 129	ay's decli	ne on rates.	linge	ring wor-

US Dollar Index

Gross Div. Yield

166.18

289.07 257.36 84.83 102.20 546.09

274,50 265,32 347,35

Market	No. ofSeptember		Dollar terms		L	Local currency terms		
			0/ Charman B	Charma Castambas 15		3th % Change % Chang		
	stocks	1996				over week or		
Latin America	(249)	535.37	+1.0	+13.5				
Argentina	(31)	832.47	+1,8	+3.9	510,580,27	+1.8	+3.5	
Brazil	(68)	374.34	+1.5	+22.6	1,427.87	+1.7	+28.0	
Chile	(43)	705.87	+0.4	-5.7	1,164.41	+0.3	-4.5	
Colombia ¹	(15)	617.30	+1.8	+3.2	1,138.90	+1.4	+8.5	
Mexico	(66)	547,64	+0.1	+20.6	1,773.98	-O.8	+17.	
Peru ²	(21)	224.76	+1.6	+14.0	341.36	+1.7	+22.5	
Venezuela ³	(5)	531,90	+4.1	+59.1	5,829,55	+4.2	+123.3	
Asia	(632)	250.16	+1-2	+7.8				
China ⁴	(24)	58.79	-0.5	+8.7	61.62	-0.5	+8.4	
South Koreas	(145)	96.37	-1.5	-23.5	103.99	-1.3	-19.0	
Philippines	(35)	308.25	+1.2	+18.8	390.50	+1.3	+16.	
Tawan, China	(83)	148.09	+2.9	+31.3	152.87	+2.9	+32.	
india"	(76)	67.27	-4.2	+8.6	110.84	-4.1	+10.2	
Indonesia ^s	(44)	112.15	+2.5	+2.3	141.52	+1.4	+3.	
Malaysia	(123)	316.68	+1.2	+16.8	292.08	+1.2	+14.9	
Pakistan ^a	(25)	212.79	-2.3	-12.3	358.19	+1.4	-5.0	
Sri Lanka ^m	(5)	94.34	+0.2	-9.3	115.27	+0.6	-4.0	
Thailand	(72)	287.30	+4.5	-23.6	289.83	+4.7	-22.5	
Euro/Mid East	(238)	139.27	+1.1	-1.7				
Czech Rep	(5)	74.50	-0.8	+24.1	65.78	-0.2	+23.6	
Greece	(47)	259.74	+1.8	+7.5	423.89	+3.3	+9.4	
Hungaryn	(8)	175.36	-2.4	+78.2	324.80	-1.1	+100.	
Jordan	(8)	182,31	+2.2	-1.3	272.38	+2-2	-1.3	
Polande	(22)	757.11	+5.1	+77.6	1,327.48	+8.3	+100.	
Portugal	(26)	135.36	-1.1	+16.6	143.93	+0.3	+21.	
South Africa D	(63)	227.03	+1.2	-12.0	210.99	+1.1	+8.6	
Turkey	(54)	129.64	+1.1	+24.1	5,455.28	+3.1	+82.	
Zimbabwe ^{**}	(5)	448,58	+2.6	+63.3	676.96	+3.0	+79.	
Composite	(ชาาช)	295,40	+1.1	+7.1				

Muces are Calculated at and-week, and weekly changes are percentage movement from the previous Enday, Baile date: Dec 1989-100 except from noted which are (1966 1 1991, (200c 31 1982; (5)km 5 1980; (4)Dec 31 1992; (5)km 3 1992; (5)km 4 1991; (7)Nov 6 1992; (8)Sep 26 1992, (7945 1 1991, 100 Dec 31 1992, (11)Dec 31 1992; (12)Dec 31 1982; (13)Dec 31 1992; (14)Dec 31 1992; (15)Meg 2 1993; (16) July 2 1993.

Greek shares continued on an uncertain path yesterday ahead of Sunday's general election, leaving the Athens general index down 3.17 at 963.47. Since the election was announced in August, the market has had a strong run, mostly in the bope that the present government will be returned with a stronger mandate. But over the past two days nervousness has crept in.

The Athens index, which stood at 873 two months ago, advanced by 5 per cent over the five days to Monday. Since then, it has slipped lower. "This is partly pre-match nerves and partly sensible profit-taking," said one analyst. Investor interest in Greece has steadily widened this year. After three years in power, the present government is seen as pro-business, and determined to bring the economy to a point where convergence with Europe can begin to look credible.

At 9 per cent of GDP, the budget deficit remains a problem, but inflation is in

At 9 per cent of GDP, the budget deficit remains a problem, but inflation is in single digits, Greek tax collection has been improved and the drachma has been relatively stable. As one broker put it: "What this market is betting on is a clear mandate for Mr Costas Similtis, followed by a good strong budget statement in November."

96 Index Index Index
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FT/S&P ACTUARIES WORLD INDICES

NATIONAL AND

Canada (117)

France (33)

haly (58) Jupan (461) . Malaysia (107) .

South Arra-Spain (37) .

ter results. It closed down 28

cents et A\$15.72. CRA came

BANGKOK continued to

fall in low turnover as the

censure debate in parliament

kept activity on hold. The

SET index ended down 12.82

A no-confidence debate

against the prime minister

began yesterday and is due

to last three days. The main

sctivity was said to have

been light profit-taking. Nel-

ther of the two recently

launched support funds were

session. A combination of

support for leading stocks

KARACHI had a strong

off 44 cents to A\$18.06.

et 1.038.03.

298.05.

rise over the previous two

unchanged. Stocks which rallied on buying by foreigners earlier in the week faced profit-

were also weak, with Tosh-lba retreating Y3 to Y730, Fujitsu losing Y15 to Y985.

NEC, however, rose Y10 to Y1,200 on small-lot buying by domestic institutions and reigners.

Y345 and Kawasaki Steel, which gained 5 per cent ove the previous two days, fell Y5 to Y368 on profit-taking

203.83 194.10 142.20 159.96 171.98 212.15 179.77 190.51 176.80 166.36 123.34 158.75 130.67 195.04 168.11 178.77 190.51 183.63 174.96 128.10 144.10 344.49 189.70 123.97 158.91 187.28 159.30 118.70 131.28 166.01 167.44 134.14 144.06 320.07 304.79 223.29 251.16 253.00 321.04 276.99 252.10 212.76 202.60 148.43 166.97 203.10 275.49 171.73 275.49 195.00 185.69 130.04 183.03 157.28 198.39 167.70 173.17 177.93 189.43 124.18 139.63 175.28 198.39 167.70 173.17 177.93 189.43 124.18 139.63 177.93 155.66 161.09 202.26 190.70 138.71 157.18 255.00

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0.3 2.11 213.89 203.68 149.22 157.85 184.22 214.95 188.87 182.96

Nikkei runs into domestic profit-taking

ASIA PACIFIC Sanwa Bank rose Y70 to Y2,060. The stock is sched-

TOKYO saw profit-taking by domestic institutions after two consecutive days of steep gains, and the Nikkei index closed the day down 0.7 per cent, writes Emiko

The Nikkei 225 everage fell 153.84 to 21,156.75 after moving between 21,094.96 and 21,311.80. The Topix index of all first section stocks fell 7.48 to 1.597.48 and the Nikkei 300 index lost 1.19 to

In London, the ISE/Nikkei 50 index rose 0.14 to 1,433.24. Traders said that some domestic investors were realising profits on their hold-ings ahead of the September book closing, while dealers also took profits on their own accounts following the 866.66 point or 4.2 per cent

Selling pressure grew as the Nikkei index approached the 21,400 point level. Volume totalled 406m shares

against 423m. Of the 1,287 issues listed on the first section, declines led gains by 732 to 343 with Issnee remaining

taking. Toyota Motor fell Y20 to Y2,760, Honda Motor lost Y40 to Y2,750 and Nissan Motor gave up Y13 to High-technology stocks

Sony down Y50 to Y6,970 and

Nippon Steel lost Y3 to

Happy 5th Birthday

19 September '91



Average daily volume 1991

19 September '96

Average daily volume 1996

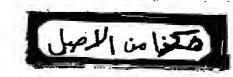
7,905

54,242

Thank you to all market participants for contributing to this outstanding success.

For further information and free data disks contact Cinzia Bottecchi or Francesco Margini on +44 171 379 2467/2762 or alternately view the LIFFE web site - http://www.liffe.com.

The London International Financia Futures and Options Exchange



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ished 27.58 lower at 11,594.03 after trending as much as 95 points down during the day. SHENZHEN'S local currency A share index tumbled 5.3 per cent on heavy selling triggered by rumours that China's securities anthorities planned to accelerate the pace of A share listings

BOMBAY was 2 per cent higher on fund purchases of index-linked stocks and the BSE-30 index finished 66.64 ahead at 3,414.01. State Bank of India bounced Rs12 higher 11,600 points, as profit-takers to Rs273 on renewed demand ahead of the pricing next month of the bank's \$400m GDR issue.